



# WORLD NEWS

EUROPE

## Nato forges ahead with Kosovo plans

By David Bicknell in Paris

Nato yesterday forged ahead with plans to deploy an advance guard of peacekeepers in Kosovo within days of a possible peace agreement, despite Serbia's renewed insistence that such a force in its territory would be unnecessary.

Nato military commanders at Mons in Belgium held a "force generation" conference to match needs with troops offered by alliance members.

Their first task is to have the first elements of some 10,000 "enabling force" ready to enter Kosovo very shortly after the Saturday noon

deadline for the peace talks between Serbs and Albanians at Rambouillet.

The eventual force would total nearly 30,000, and might include troops from countries outside Nato, such as Russia.

But, as Igor Ivanov, the Russian foreign minister, stressed yesterday after a meeting with the Rambouillet negotiators, any such force would have to have the agreement of the Serbian and Yugoslav leadership.

Milan Milutinovic, the Serbian president, later reiterated Belgrade's objections to a peacekeeping force, saying that "if we reach an agreement acceptable to the

entire population of Kosovo, then we will not need foreign troops".

This flew in the face of last weekend's comment by Madeleine Albright, the US secretary of state, that "an agreement without a strong international presence is no agreement at all". She also blamed the Serbs for slowing down the talks last week as did Robin Cook, the UK foreign secretary, who is co-chairing the Rambouillet talks with his French counterpart, Hubert Vedrine.

Some French diplomats have since criticised an alleged Anglo-American bias against the Serbs and favouritism towards the the

Albanians. Mrs Albright said the Albanian negotiators had given her "an indication, though not a promise" that they would sign a peace deal by Saturday.

The first elements of the Nato "enabling force" could be in Kosovo virtually before the ink is dry on a peace accord. Nato diplomats claimed yesterday. They would come from the French-led force of 1,800 that is just over the border in Macedonia and from the US 21st Marine Expeditionary Unit based on the Nassau troop carrier in the Adriatic. Heavy equipment would come a few days later, from forces in Germany.

Britain yesterday started to send light tanks and armoured cars for shipment from Germany to the northern Greek port of Salonika. The six-nation Contact Group of mediating countries, which includes the US, said at the weekend it was ready to "devote significant civilian resources" to back peace in Kosovo. But it is already evident that an even higher proportion of this aid will come from the European Union than was the case in the reconstruction of Bosnia.

The European Commission has started to canvas the 15 European Union governments that involve it being banned from World Bank membership and credit.

### STABILITY PACT GROWTH FORECASTS CUT

## Drop in output sparks Italian budget fears

By James Blitz in Rome

But yesterday's figure was the worst month-on-month drop in industrial output since August 1992. Both J.P. Morgan and Deutsche Bank in Milan reduced their 1999 growth forecasts from 1.6 per cent to 1.4 per cent as a result.

Banca Commerciale Italiana revised its forecast for 1999 growth from 1.9 per cent to 1.7 per cent.

Yesterday's figure will come as a disappointment to the Italian government, which has already come under sharp criticism from the European Commission, the European Union's executive arm, for having its projected reform of public finances on overly optimistic economic forecasts.

The Italian treasury is still officially forecasting that growth this year will be 2.5 per cent and has told Brussels it will revise this figure down in May, when it publishes a three-year economic plan.

The Treasury continues to forecast that Italy's budget deficit will be 3 per cent of gross domestic product in 1999. But yesterday's data will compound fears that lower growth will mean lower tax receipts, leaving the first budget deficit figure for this year somewhat wide of the mark.

There is no concern that Italy would overshoot the EU stability pact's 3 per cent ceiling. But Italy has made a firm commitment to its European partners that it will have a budget deficit that is 1 per cent of GDP in 2001, and this could be difficult to achieve.

### NEWS DIGEST

#### STATE HEALTH INITIATIVE

## First anti-tobacco lawsuit planned in France

The local branch of a state health insurance programme in France said yesterday it planned to file suit against cigarette manufacturers, claiming they were responsible for hundreds of deaths. The lawsuit would be a first in France, where smoking remains widely tolerated and socially acceptable.

The board of the social security office in Saint-Nazaire, a shipbuilding city near Nantes, said in a statement it would sue cigarette manufacturers for damages and interest. It cited "several hundred deaths, including premature deaths" caused by the effects of smoking.

French tobacco officials dismissed the action as "a local attempt to apply American judicial concepts and procedures". "It's totally different in France," said a statement by the Centre of Documentation and Information on Tobacco, claiming that clear warnings about the danger of smoking had been printed on cigarette packs for more than 20 years.

The Saint-Nazaire social security office, known as the Caisse Primaire d'Assurance Maladie, did not specify which tobacco companies would be targeted, but it was expected to announce further details today. French tobacco companies are state-run. AP, Nantes

#### ECONOMIC AND MONETARY UNION

### Greenland considers euro

Greenland's political parties have made clear that their country, which enjoys limited home rule under Denmark, may want to switch to the euro if Copenhagen decides to join European economic and monetary union.

The comments were made in the run-up to Greenland's parliamentary elections, which were held yesterday. The ruling Social Democrats were set to remain the largest single party, although early results indicated they could experience a big fall in support.

Greenland was colonised by Denmark more than 250 years ago but has had home-rule since 1979. It left the then European Community in January 1985.

"If it is decided in a referendum that Denmark should be in the euro, I think we will follow immediately," said Jonathan Motzfeldt, prime minister and leader of the Social Democratic party.

Danish finance ministry and central bank spokesmen said it would be difficult but far from inconceivable for Greenland to participate in the euro as a non-EU member.

Poul Nyrup Rasmussen, the Danish prime minister, has said that Denmark will hold a national referendum on joining the euro in due course. Reuters, Nuuk

#### SUPPORT FOR OCALAN

### Protester sets himself ablaze

A protester set himself ablaze outside the Greek parliament yesterday during demonstrations in favour of granting political asylum in Greece to Abdullah Ocalan, the Kurdish rebel leader. The demonstrator suffered serious burns to the face and hands.

Greece has refused to offer political asylum to Mr Ocalan, emphatically denying reports he spent time in Greece earlier this month after being turned away from the Netherlands. Mr Ocalan's Kurdish Workers' party, or PKK, has been fighting Turkish forces since 1984 for autonomy in south-eastern Turkey. More than 37,000 people have been killed in the conflict.

Turkey wants Mr Ocalan's extradition for trial on terrorism charges, which could lead to the death penalty. Mr Ocalan's whereabouts are currently unknown.

A Greek government spokesman said that Greece, along with other European Union countries, was participating in "diplomatic activity in order to find a solution... to the issue concerning the safeguarding of the Kurdish leader's life and dealing with the Kurdish issue". Reuters, Athens

## Trade war embroils Yugoslav republics

By Guy Diamond in Belgrade

Tonnes of bananas imported by Montenegro are rotting in trucks blocked on the border with Serbia as the political power struggle between the two remaining Yugoslav republics develops into an open trade war.

Both republics are considering taking further action that diplomats say threatens to break up what is left of federal Yugoslavia, as well as damaging the peace talks on ending the war in the Serbian province of Kosovo.

Montenegrin officials yesterday accused Serbian officials of blocking over 100 Montenegrin trucks. Most are carrying bananas, coffee and fuel. Around 20 ships were said to be anchored off the Montenegrin port of Bar with goods that importers fear will not reach Serbia.

Belgrade has justified impounding the trucks, saying Montenegro has not paid federal Yugoslav customs duties on imports. Many Serbian firms have re-registered in Montenegro to take advantage of its lower import taxes.

The pro-western Montenegrin government of President Milo Djukanovic refuses to recognise the legitimacy of the Yugoslav government appointed by President Slobodan Milosevic who has accused Mr Djukanovic, his most outspoken critic, of seeking secession from the federation.

Montenegro, a small republic of 650,000 people dwarfed by Serbia to the north, has further angered Belgrade by reopening border crossings with Croatia and offering its territory to Nato as a staging post for a planned peacekeeping force in neighbouring Kosovo.

Diplomatic fever between Serbia and Montenegro will weaken the hand of the international mediators at the peace talks in France.

The mediators are seeking to persuade leaders of the Kosovar Albanian majority to accept a deal that would give Kosovo substantial autonomy within federal Yugoslavia.

Official sources said Montenegro - Yugoslavia's last outlet to the Adriatic coast - was considering taking retaliatory action against Serbian companies.

The Belgrade leadership is debating whether to sever all financial transactions with Montenegro, a step which would severely damage trade between the two republics.

**FRANCE**

Published by The Financial Times (Europe) GmbH, Niedergasse 3, D-6016 Frankfurt am Main, Germany. Telephone +49 (0) 515 82 50. Fax +49 (0) 515 82 4481. Represented in the United States by The Financial Times Inc., 300 Park Avenue, New York, NY 10022. Published by The Financial Times Ltd, 1 London Wall, London EC2Y 5AS, UK. ISSN 0307-7434. Registered as a newspaper in London. © The Financial Times Ltd 1999. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in whole or in part, in any form or by any means, electronic, mechanical, photocopying or otherwise, without the prior permission of The Financial Times Ltd.

**GERMANY:**

Responsible for Advertising content: Cole Koenig, Head, Praktische Haltung International Vertriebsgesellschaft mbH, Admiral-Rosenhain-Strasse 31, D-6026 Frankfurt am Main, ISSN 0174-7396. Responsible Editor: Richard Lambert, 2nd Floor, The Financial Times Limited, London SE1 9HL. Shareholder of the company: Pearson plc, registered at the same address.

**FRANCE:**

Published by The Financial Times (Europe) GmbH, Niedergasse 3, D-6016 Frankfurt am Main, Germany. Telephone +49 (0) 515 82 50. Fax +49 (0) 515 82 4481. Represented in the United States by The Financial Times Inc., 300 Park Avenue, New York, NY 10022. Published by The Financial Times Ltd, 1 London Wall, London EC2Y 5AS, UK. ISSN 0307-7434. Registered as a newspaper in London. © The Financial Times Ltd 1999. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in whole or in part, in any form or by any means, electronic, mechanical, photocopying or otherwise, without the prior permission of The Financial Times Ltd.

**SWEDEN:**

Responsible Publisher: Bradley P Johnson, Tel: +46 8 701 2245. Printed by AB Klockantern Expressen, PO Box 607, 113 60 Stockholm, Sweden. ISSN 0307-7434. © The Financial Times Limited 1999. Editor: Richard Lambert, 2nd Floor, The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL.

**R:**

## Bonn fears it may be left to shoulder burden of refugees

German pleas to treat expected Balkans exodus as a European problem are falling on deaf ears. Emma Tucker reports

peasant problem, not a German problem," explained one EU diplomat.

At the Berlin meeting Otto Schily, the German interior minister, was diplomatic. He said German proposals to set up a voluntary joint approach to burden-sharing, that would involve other countries taking some of the "displaced persons", had met with "wide approval". But that approval did not get the proposals adopted. Such countries as France, the UK and Spain are confronted by crises on their own doorsteps, they are unlikely to offer the solidarity that Germany is seeking.

Britain argues it is impossible to define criteria for burden-sharing before a crisis actually happens. It also points out that the UK contributes in other ways, for example its large military presence in the Adriatic and assistance on the ground in the former Yugoslavia. These are factors Germany says would be taken into account under its proposed voluntary approach.

Even if Germany manages to persuade other doubters, it will take just one country

to scupper the proposals.

The question of temporary protection and burden-sharing falls into the domain of justice and home affairs where all EU decisions are taken by consensus.

This unanimity rule explains why progress in this field has trailed so far behind other developments in Europe. The EU may have launched one currency and scrapped borders for goods, services and people, but it remains locked in the past when it comes to co-operating on matters affecting justice, law and crime.

Not even ratification of the EU's new Amsterdam Treaty - expected to be completed this spring - can be expected to inject life into the EU's

justice and home affairs programme. All but the question of visas will remain subject to unanimous decision-making.

Critics say it is time for a radically new approach. This is what many hope for at a special heads of government summit, to be held at Tampere in Finland later this year. There, EU leaders have promised to take a "helicopter view" of the legalistic tangle that is EU policy on justice and home affairs.

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## ASIA-PACIFIC

CURRENT ACCOUNT RECORD EXPORTS RISE SLIGHTLY □ INVESTMENT ABROAD FALLS

**Japan surplus grows as imports fall**

By Julie Hess in Tokyo

Japan's current account surplus rose to a record Y15,861bn (\$159bn) in 1998, 35.7 per cent up from a year earlier and the highest since 1985 when data began being collected under the current calculation method.

The trade surplus for goods during the year was Y15,990bn, up 28.9 per cent year-on-year, with both imports and exports declining.

Imports fell 11.7 per cent because of the poor state of the Japanese economy.

Exports decreased 1.3 per cent, mainly because of the sharp drop in shipments to

Asia. Exports to Asia were down 17.9 per cent, but rose 3.2 per cent in the US and 17.5 per cent to Europe.

The December figures, also released yesterday, showed a 13.3 per cent increase in the current account surplus to Y1,460bn and a 10.3 per cent increase in the trade surplus for goods to Y1,560bn.

The capital and financial account recorded a small net inflow for the first time in almost three years, because of a large decrease of Japanese investments, mainly loans and deposits, made abroad.

Opinions remained divided on the future direction of the current account surplus.

Peter Morgan, economist at HSBC, said: "The seasonally adjusted three-month moving average of the current account surplus fell further to Y1,310bn, the lowest level in five months."

"This increases the likelihood that the surplus has peaked," he said.

Russell Jones, economist at Lehman Brothers, disagreed: "The change in the current account balance will remain reasonably flat from now on, as the public demand will support imports and the impact of the strong yen will be felt on exports."

"However, the current account surplus will remain at a worrying level, reaching 3.5 per cent of GDP."

"When public expenditures start to decline, the private demand will not be sufficient to make up for them."

Mr Jones thought that the development of the US economy would be crucial for the level of pressure exerted by the Americans on the Japanese to stimulate their domestic economy.

In December, overall imports into Japan fell by 22 per cent, highlighting once more that domestic demand is still far from recovering.

The weak nature of Japan's economy was underlined yesterday by data

showing the amount of total debt among companies filing for bankruptcy in January.

Total debts reached a record high with an increase of 9.8 per cent to Y752.8bn, the private credit research agency Teikoku Databank reported.

The number of corporate bankruptcies fell 33.2 per cent to 1,003 cases, the third consecutive month of decline. However, Teikoku said the improvement would only be temporary, given that the expansion of public loan guarantees since last October was the main reason for the fall in bankruptcies.

**China's disquiet with court's powers rattles investors in HK**

Rahul Jacob reports that Hong Kong's legal officials have been told that a ruling of its highest court must be 'rectified'.

**H**ong Kong's future has long rested on a contradiction. The territory has a constitution, the Basic Law, in which China ultimately asserts its sovereignty over Hong Kong and at the same time promises a high degree of autonomy.

Hong Kong's secretary for justice, Elsie Leung, had the thankless task over the weekend of urgently resolving that contradiction after a ruling by Hong Kong's Court of Final Appeal that reaffirmed the local judiciary's independence drew sharp criticism from Chinese officials last week.

At the beginning of her two-day visit to Beijing, Ms Leung said she did not intend to change minds, but merely to explain the difference between Hong Kong and China's legal systems. It was a disturbingly modest goal, given the necessity of defusing the most serious row between China and Hong Kong since it reverted to Chinese rule in July 1997.

But even Ms Leung must be disappointed at having returned empty-handed. She said Chinese officials

saying "The Law is above the Standing Committee," says Martin Lee, who heads the Democratic party, Hong Kong's leading political party.

In fact, the court in its ruling goes to some length to say its autonomy is authorised by the NPC and that its powers to interpret the law

The court goes to some length to say its autonomy is authorised by the National People's Congress

are derived from China's own constitution.

Stuck in the middle is the Hong Kong government, which has been criticised for not speaking up in defence of the judgment.

Legal experts say the NPC's Standing Committee is unlikely to amend the Basic Law, but will assert in turn its right to interpret it in a way that limits the powers of the Court of Final Appeal. Lau Siu-Kai, a professor of sociology at the Chinese University of Hong Kong, says that China feels it must act because it is alarmed at the prospect of a liberal, activist court in Hong Kong.

For China, confronted with the conundrum of administering a region whose economic and legal systems are so different from its own, the promise of legal autonomy was always going to be the more difficult one to keep. The former British colony's common law traditions are a world away from the Chinese legal tradition, where the courts defer to the National People's Congress (NPC), China's parliament.

Hong Kong and China speak two very different legal languages on matters such as judicial review, which is at the heart of the recent dispute. Hong Kong's Court of Final Appeal has been exorcised by Chinese legal experts principally for arguing it had the right to disregard laws passed by the NPC if they were inconsistent with administering the Basic Law in Hong Kong.

The now increasingly real possibility that Beijing will limit the jurisdiction of Hong Kong's highest court had already drawn statements of concern from both the US and British governments and the local American Chamber of Commerce.

The Court of Final

Analysts said the reputation of the bank, however, had been tainted a little since the Asian economic crisis after a rise in non-performing loans, partly due to over-exposure to foreign currency lending.

He joined PCI Bank 10 years ago and under his direction, it became one of the most highly rated banks in the Philippines.

The experts thought the court had put itself above the Standing Committee [of the NPC]. But, the court is

**Signs of cheer point to end of debt nightmare**

By Gillian Tett in Tokyo

Hakuto Yanagisawa, Japan's minister in charge of financial reform, sat in a freshly decorated office in a Tokyo skyscraper yesterday and grinned.

"Japan's bad loan problems for the largest banks will be completely resolved soon," he declared cheerfully, in the suite that two months ago became the headquarters of the Financial Reconstruction Committee (FRC), a new government body formed to implement banking reform. "We are making progress."

Six months ago, the markets might have dismissed such optimism as empty talk. This week Mr Yanagisawa's cheer is becoming a little more infectious.

After the FRC declared on Friday that the largest banks had "voluntarily" asked for Y745bn (\$83bn) of public funds to expand their capital bases, bank shares rallied 1.2 per cent yesterday.

More striking still, some western banks which were fierce critics of Japan's botched attempts at banking

reform last year have greeted the plan with pleasure. Brian Waterhouse, analyst at HSBC Securities, the European investment bank, said: "With the government injecting substantial funds to recapitalise the sector, the debt nightmare is coming to an end."

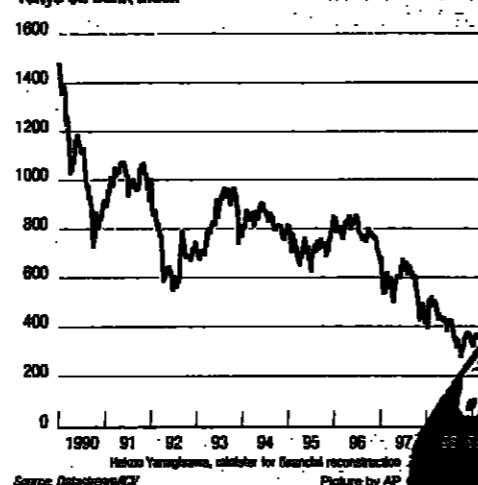
This uncharacteristic optimism stems from two factors. One is the sheer size of the Y60,000bn in funds which the FRC now has at its disposal: in addition to some Y25,000bn that can be injected into the banks' capital base, the FRC is also using up to Y18,000bn to nationalise weak banks.

But the second, more important, shift is that the government seems more determined to face up to the scale of Japan's eight-year-old banking problem. Mr Yanagisawa, 63, a former financial bureaucrat and now a politician, is proving unexpectedly pugnacious in pursuing this agenda.

Though many of the banks have been reluctant to apply for funds, the FRC has privately threatened in recent weeks to declare some insolvent if they do not.

## Keeping an eye on the banks

Tokyo SE Bank index



Source: Datastream/CV

Mr Yanagisawa is insisting that the amount requested by each bank must not only be sufficient to write off its remaining bad loans, but also cover the hidden losses on its equity portfolio.

He has also demanded that the banks submit detailed, credible restructuring plans before receiving the cash.

This stance has already led to a flurry of mergers and alliances, and prompted several large banks such as Daiwa to announce their withdrawal from overseas markets.

But the FRC has warned that some banks will need to take even more radical steps. Though Mr Yanagisawa refuses to comment on any individual banks, he insists:

It remains unclear exactly how these funds will be injected into the banks. The banks themselves want to issue non-convertible bonds to avoid any dilution of their shares.

But the government is pressuring some banks to issue convertible preference shares, which could be sold after two years.

But after eight years of ignoring the scale of the banking problems, the emergence of this type of nitty-gritty debate is encouraging.

However, he acknowledges that the capital injections do not provide any guarantee that the banks will become competitive again soon. There are several difficulties: one of them is how to get rid of the bubble-era problem loans.

The relative strength of

the Philippine banking system compared with many of its stricken peers has been a key factor behind a stronger-than-expected resilience of the country's economy.

Mr Buenaventura, a former classmate of Mr Estrada at Manila's Ateneo University and now president of the PCI Bank group, is one of

the most respected bankers in the Philippines with a long domestic and international career.

He is a very seasoned, highly qualified banker," said Lorenzo Lichauco, chief representative at HSBC Securities.

In a 24-year career with CibcBank, Mr Buenaventura held various positions

including division head in charge of southern Europe, regional treasurer for the Asia-Pacific region and country head in Italy, Malaysia, the Philippines and Indonesia.

He joined PCI Bank 10 years ago and under his direction, it became one of the most highly rated banks in the Philippines.

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Alberto Pennix, president of the Philippine Chamber of Commerce and Industry, said: "Mr Buenaventura's

appointment would be seen positively by the business community.

He said he was a professional banker who also had the confidence of the president.

This would reduce the likelihood of disputes between the central bank and the executive branch of government.

The experts thought the court had put itself above the Standing Committee [of the NPC]. But, the court is

**Philippines president signals choice as central bank governor**

By Tony Tassell in Manila

Joseph Estrada, the Philippines president, has signalled his choice of successor to Gabriel Singson, who is soon to retire as governor of the country's central bank.

Mr Estrada said in a week-end speech that Rafael Buenaventura, a highly regarded

former senior official at CitiBank, "will be our central bank governor".

Although Mr Estrada later modified his statement to say Mr Buenaventura would "most probably" succeed the highly rated Mr Singson when he retires in July, Mr Yanagisawa is widely seen in industry and banking circles as the heir apparent.

The relative strength of

Shipton's shift to the caring centre



Terry Hall reports that the prime minister has refurbished her party's image to move up in the opinion polls and wrong-foot the opposition Labour party as the economy has shown an unexpected revival

New Zealand's political landscape has changed dramatically as Jenny Shipley, the prime minister, orchestrates a series of far-reaching moves designed to shift the perception of her administration as a bunch of ideologically driven rightwingers to one of a caring centrist party.

The new softer image is paying political dividends. Two political polls at the end of last week showed Mrs Shipton's National party was rapidly overhauling the Labour party in popularity.

The TV One-Brunton poll showed National had risen six points to 41 points, just one point behind Labour. Mrs Shipton's standing had risen six points to 29 per cent as preferred prime minister, while that of the Labour leader, Helen Clark, had fallen to 19 per cent.

Mrs Shipton's minority government is set to win a vote of confidence when parliament resumes today. Ms Clark admitted as much at the weekend. "I don't think anyone will rat on her," she said.

Helped by a largely unforeseen improvement in the economy, which has raised business and consumer confidence, Mrs Shipton has cleverly exploited the over-confidence shown by the Labour party last year when it seemed it could not lose the next election.

Riding high in opinion polls, Ms Clark unveiled a

far-reaching economic recovery plan pitched at voters in a recession-hit economy. This included raising taxes for those earning over NZ\$80,000 (US\$33,000) to help fund a series of new education, pro-business and other initiatives.

Now it seems Labour jumped too soon. The improving economy has enabled Mrs Shipton to say the National party must be re-elected to keep the economy safe hands". She has moved decisively and effectively to end perceptions of the party as a tired lame duck administration, and portray Labour as a high taxation, meddling socialist party.

In a frenetic burst of activity over the past five weeks, Mrs Shipton has made two world tours and been photographed with world leaders including President Clinton while taking a hands-on approach to organising this year's Asia-Pacific Economic Co-operation summit meeting in Auckland.

Domestically, she has carefully nurtured relationships with an odd mixture of small parties and dissidents from other parties. It is now commonly accepted they will support her minority government until she is ready to call an election later this year - at a time of her own choosing.

To win re-election, Mrs Shipton must secure the support of Maori voters and last weekend she secured one of the greatest political coups

in her career when she attended the annual commemoration of the signing of the 1840 treaty between the Maoris and the British at Waitangi hand in hand with the fearsome figure of Tītāwhāriwa, a Maori woman radical.

Labour had been counting on winning back all the Maori parliamentary seats it lost in the last election and must be concerned signs of any warming in National's standing among Maori people, now a formidable voting force.

The National party has also been remarkably lucky with a non-stop run of good economic news since mid-December. Helped by the devaluation of the New Zealand dollar, overseas trade figures are showing a marked improvement. Interest rates have halved in 12 months, bolstering consumer confidence.

GDP figures showed a sharp turnaround late last year. Latest retail and house

sales, and a sudden growth in job advertisements, suggest an economy in recovery mode. Inflation seems beaten with the consumer price index falling to minus 0.8 per cent in the December quarter.

Last month the Treasury announced that tax revenues, and its books, were in better shape than it had predicted.

Mrs Shipton pounced. She highlighted the expectation that New Zealand would have a budget surplus, rather than a deficit this year, and telegraphed that tax would be a defining issue at the elections. National might soon be able to announce a programme of further tax cuts, she promised.

Michael Cullen, Labour's finance spokesman, responded by sticking to last year's agenda, saying his party would go ahead with raising the top rate of tax although he said there would be no increases in other taxes.

Mrs Shipton has kept up a cracking pace of other initiatives over the past month. This includes a cabinet reshuffle which saw the promotion of younger ministers said to know how to put a "human gloss" on government in this election year. There will be more popular issues of shares in state-owned enterprises, government help for small business, and action on law and order, education and health.

All this seems to have left the opposition wrongfooted.

Richard Prebble, a veteran parliamentarian who now leads the ACT political party, says he has never seen Labour fall asleep like this.

Labour's fortunes have been boosted by the arrival of Helen Clark, a former Labour MP who has won the support of the Greens and the Maori party.

Labour's lead in the latest opinion polls is now 12 points, according to the latest survey by the University of Otago.

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Anal

## THE AMERICAS

WASHINGTON POLITICS BOTH PARTIES TRY TO CALCULATE THE LONGER-TERM EFFECTS OF THE BITTER PARTISAN BATTLE

**Still impeachment scars on body politic**

By Gerard Baker in Washington

Washington begins the post-impeachment era in earnest today with politicians from both main parties anxiously trying to figure out the immediate and longer-term political consequences.

Following President Bill Clinton's acquittal in the Senate last Friday, many have piously expressed the hope that that they can put the year-long national trauma behind them and focus on debates about future policy rather than investigations into past misconduct.

But for all the talk of reconciliation, few seriously believe the impeachment question will go away. The bitterness it evoked and the battle lines it established indicate that it will remain potent force in American politics until next year's pres-

idential elections at least.

Appropriately enough, yesterday was Presidents' Day, a federal holiday in which citizens are encouraged to reflect on the contribution to American greatness of two of the more prominent presidents, George Washington and Abraham Lincoln.

The day drew forth one more aspirant to succeed them, as John Kasich, the Republican chairman of the House of Representatives' budget committee, kicked off his long-shot campaign for his party's nomination.

The youthful-looking 45-year-old avoided the obvious subject in announcing his candidacy to supporters in his home district in Columbus, Ohio. Instead, his main pitch focused on what those Republicans who want to get away from the impeachment subject hope will be their quickest route back to salvation - big tax cuts.

Mr Kasich's chances are slim, however, and other conservative candidates have already made it clear they intend to keep the impeachment issue in the forefront of voters' minds.

Dan Quayle, the former vice president who hopes to garner a solid portion of the conservative vote, told his supporters that the 2000 election would be all about character and trust.

The electoral facts pose a conundrum for the Republicans. While polls indicate most Americans overwhelmingly disapproved of their determination to impeach and convict Mr Clinton, their conservative base, who vote in massively disproportionate numbers in primary elections, overwhelmingly approved.

Kenneth Starr, the independent prosecutor, and Henry Hyde, the chairman of the House judiciary commit-

tee who led the impeachment, have passed quickly into conservative folklore as martyrs of the conservative cause.

Those conservatives will keep the impeachment pot boiling, and even the more moderate candidates, such as George W. Bush, the governor of Texas, should he decide to run, will not be able to disavow the impeachment.

And for Democrats the echoes of the last year will ring loud, as they seek to exploit the advantage it has given them in the polls to win back control of Congress and get another Democrat elected to the White House.

Mr Clinton will today and tomorrow begin the task of working on how to make good on his promise last week to promote national reconciliation.

But his advisers say, his efforts will also be animated by the recent memory of impeachment. On Thursday he will travel to New Hampshire, for what has become by now a somewhat clichéd repeat trip to the state

where he earned the sobriquet, the "Comeback Kid" in the 1992 primary elections.

The symbolism the visit is intended to evoke is that of a reborn presidency. But it will also serve to remind his opponents that he remains a formidable campaigner.

And while he cannot run again, many of his supporters see the election of Vice President Al Gore as president next year, as tantamount to a "third Clinton term", the only sure way of promoting and protecting Mr Clinton's legacy.

## NEWS DIGEST

## VENTURE CAPITAL

**Investments in US up 24% to record \$14.3bn**

Venture capital investments in the US jumped by 24 per cent to a record \$14.3bn last year, according to a survey published today, with technology start-ups grabbing the lion's share of the funds.

With venture capital funds achieving average returns of 30-40 per cent, money is flowing into the "risk capital" sector at an unprecedented rate, according to the quarterly PwC venture capital survey.

Technology investments almost doubled in the past two years, to \$10.8bn in 1998, up from \$5.5bn in 1996, while internet-related investments more than tripled to \$3.5bn over the same period.

In the fourth quarter alone, venture capital investments jumped 11 per cent to \$3.7bn, and 713 companies received new funding. Louise Kehoe, San Francisco

## COPPER MINE

**Mexican strike ends**

Workers at Mexico's Cananea copper mine have ended a three-month strike after an agreement with the mine owner, Grupo Mexico.

Close to 2,000 union workers walked out of Mexico's largest open pit copper mine in November in protest at company plans to cut staff and raise the level at which workers receive productivity bonuses.

But faced with sharply falling copper prices, the union found it had little negotiating power. The century-old mine, 80 km from the US border, stopped losing money during the strike.

The miners agreed to the closure of Cananea's smelter, which employs 300 workers. Grupo Mexico, in return, said it would pay employees a productivity bonus for June. Andrea Mendel-Campbell, Mexico City

## GUATEMALA APPEAL

**Drug convictions reversed**

Three men, including a former senior employee of Nestlé, the Swiss food giant, have had their convictions for drug trafficking overturned by an appeal court in Guatemala.

Andreas Haenggi, a Swiss who managed Nestlé's factory in Antigua, Guatemala, at the time of his arrest in 1997, has been freed, with a German and a Guatemalan.

The appeal court ruled there was insufficient evidence to convict the three men of the trafficking offences. They had been sentenced last September to prison terms of up to 12 years after being found guilty of involvement in trying to smuggle 13kg of cocaine to Europe. Two other Swiss, including Mr Haenggi's son, Nicolas, had their sentences cut from 20 years to five and three years, commutable on payment of a fine.

Supporters of the men had maintained there were irregularities in last year's trial and also complained of political pressure to convict, given Guatemala's wish to be seen to be co-operating with US anti-drug efforts.

James Wilson, Panama City

**Clinton's play it cool on visit to Mexico**

By Henry Trick in Mérida

US President Bill Clinton, on his first foreign trip since acquitted from impeachment last week, spent a visit to Mexico yesterday apparently anxious to conceal any hint of triumph.

His meetings with Ernesto Zedillo, Mexico's president, were shorn of all razzmatazz. On his arrival on Sunday night, thousands of residents in the Mayan city of Mérida, on the south-east Yucatan peninsula, waited for hours in the main square for a wave or a handshake from the man local women called "El Guero Guapo" - the Handsome Paleface.

But Mr Clinton and his wife Hillary sped off under heavy protection in a dark limousine. There were no planned press conferences by either president.

If there was frivolity, it was well away from the eyes of the cameras for good reason.

The White House press corps was on "floatwatch" - scouring the US president's gestures for any gaudy tiffs in the aftermath of the Lewinsky scandal.

Mr Zedillo would also rather forget the Lewinsky scandal, since he too featured in the Starr report, in November 1997, before Mr Clinton was due to meet Mr Zedillo. Ms Lewinsky allegedly turned up in the Oval Office and showed the US president a suggestive e-mail. "They kissed," and the president rushed off for a state dinner with President Zedillo, the report says.

Also adding to the joint effort to avoid embarrassment was the Mexican government's fear that a hostile US Congress could threaten

**G15 urges world trade reform**

By Canute James in Kingston

Developing countries are urging change to international trading arrangements, and to institutions such as the World Bank and the World Trade Organisation, to prevent further damage to their economies.

The poorer nations intend to "deepen the dialogue" with industrialised countries and to "make a contribution at every stage" in radical reform of the global economy, according to a statement by the Group of 15 developing countries following their annual summit in Jamaica this week. The G15

is made up of 17 states.

The leaders' contend that the financial crises in Asia and Latin America were caused by unregulated cross-border financial trading.

This coincided with a fall in returns from commodity exports, and the countries found little help from the current structure of international financial and trading organisations.

Developing countries were suffering from a "globalisation deficit", and needed to re-examine the structures of their economies to see how they can protect themselves, said Hugo Chávez, president of Venezuela.

"What has been exposed

they are but a shadow of their former selves."

"We had welcomed foreign capital in order to boost our growth."

"We still do, but now we realise the damage to our economy when that capital is suddenly withdrawn. From being miracle economies we have now become impoverished nations."

Developing countries were to that role. The IMF remains unsuited to that role. It simply has not been given adequate financial resources. And yet... it did bail out the creditors, while leaving debtors in the lurch."

The group is also seeking "more equitable" arrangements in the World Trade Organisation.

by the recent crisis is the worst of all possible worlds

- financiers who acted as if there was a global lender of last resort to bail them out, combined with the lack of a lender of last resort," said Percival Patterson, prime minister of Jamaica.

"As a lender of last resort, the IMF remains unsuited to that role. It simply has not been given adequate financial resources. And yet... it did bail out the creditors, while leaving debtors in the lurch."

The government hopes that, following Congress's passage of an austere 1999 budget last week, it can slow inflation, stabilise the econ-

omy and stimulate production. An annual inflation rate of 43 per cent in December was the highest in Latin America and real GDP growth was a mere 0.8 per cent last year.

Ecuador is anxious to reach a standby agreement with the IMF in order to renegotiate its Paris Club debt arrears, ease the path for new multilateral lending and restructure its external debt.

It is also entering uncharted waters after floatating its currency last Friday. "The many adjustments to the bands in the last few years had hurt their credibil-

ity. The central bank's strategy of using interest rates, given the weak banking sector, and reserves, was not sustainable," said Michael Henry of ING Barings.

Luis Jacome, central bank president, said: "Ecuador's experience is different from Brazil's," adding: "It comes after fiscal policy has been agreed by Congress. Ecuador has tried to preserve reserves at a reasonable level and we moved directly to floatation."

"There are hopes that Ms Armijos can thaw relations between President Jamil Mahud and the newly independent central bank. She

also has warm relations with the Social Christian party (PSC), on whose votes the government relies to form a congressional majority.

Political differences with PSC leaders and doubts about changes to the budget triggered Mr Jaramillo's resignation.

"I exhausted all possible efforts to ensure that technical and transparent management of public finances became the basis of national development. I am sorry that some political sectors put personal and party political interests first," said Mr Jaramillo.

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## INTERNATIONAL

NIGERIA'S ELECTION OBASANJO PICKED BY PEOPLE'S DEMOCRATIC PARTY □ DISARRAY AT ALL PEOPLE'S PARTY CONVENTION

# Former military ruler wins backing as party candidate

By William Wallis in Lagos

**Olusegun Obasanjo**, Nigeria's former military ruler, won overwhelming support from his party yesterday to contest presidential elections on February 27.

The poll will lead to the country's first civilian government in more than 15 years.

Gen Obasanjo retired from the Nigerian army 20 years ago after handing over to a short-lived elected government. He beat off six other contenders for the candidacy of the People's Democratic party (PDP), winning 67 per cent of the vote at the party's national convention.

Despite delays, allegations of vote-buying, and a carnival of last-minute influence-peddling among more than 2,000 delegates, the vote in the northern town of Jos was by all accounts transparent.

Gen Obasanjo said recently that, as president, he would push through economic reforms. He also promised a constitutional review that would address

demands from throughout Nigeria for greater regional autonomy.

The PDP groups establishment figures from across the country, including a strong contingent of retired generals. It emerged as the leading force in earlier state and local government polls.

Alex Ekwueme, a former civilian vice president, and runner-up, accepted the result, ensuring party solidarity at this crucial stage of the electoral process. There remains the possibility however, that Mr Ekwueme's failure at the primaries will cost the PDP some of the support it has won in his home region, the south-east.

This may not matter given the state of play in the other main party, the All People's party (APP), whose convention broke up yesterday in fist fights and threats of sabotage from delegates denied the chance to vote.

The APP is a coalition of ambitious business magnates, politicians who supported Sani Abacha, the former dictator, and some who did not. Its national execu-

tive council bypassed what promised to be a divisive ballot, forcing through Obafemi Oni, a little known former state governor, as the presidential candidate.

The convention also rode over opposition to a proposed electoral pact with a third party, the Alliance for Democracy (AD), which enjoys strong regional support among Nigeria's second largest ethnic group, the Yoruba. Mr Oni may himself fall by the wayside in favour of the AD's proposed joint candidate, Oba Falana, a former finance minister.

Like Gen Obasanjo, Chief Falana is a Yoruba from the south-west. He shares a strong reputation outside his region, but unless the APP can quickly put its divisions behind it, he is unlikely to have more than an outside chance of winning the presidency.

Gen Obasanjo's supporters see him as a steady hand, ideally suited to the task of steering Nigeria through a delicate change from military to civilian rule. Since 1979 he has built up an inter-

national reputation heading,

among other bodies, the corruption watchdog, Transparency International.

A combination of the tough paternalist and the backing he enjoys across the Nigeria's divided regions are seen as key assets in uniting a nation which has come close to falling apart.

However, his candidature has been fiercely opposed by fellow Yoruba, who continue to believe that he failed to support their candidate for the presidency in the 1979 election. They and others also argue that an Obasanjo presidency would represent little more than a continuation of military rule in a civilian guise.

Addressing this issue and warning of the dangers of alienating the army, he said yesterday: "A lot of heat but unfortunately little light has been generated by the debate over my being a retired soldier. Much of the debate has been caused, perhaps understandably, by the feeling of frustration and despair experienced under recent military regimes."

Supporters of Gen Obasanjo celebrate yesterday. He is seen as capable of uniting Nigeria's fractious regions AP

# G7 to ponder plan for global financial rules

By Robert Chote and George Graham in London and Tony Barber in Frankfurt

Proposals for a global committee on financial regulation will be discussed by finance ministers from the Group of Seven leading industrial countries next weekend, amid debate over the role that national regulators should play on it.

Hans Tietmeyer, president of Germany's Bundesbank, will present proposals for the committee at the meeting in Bonn on Saturday. It would bring together the International Monetary Fund and the World Bank, as well as bank, insurance and securities market supervisors.

"It is a fairly modest proposal," said one senior G7 official. Mr Tietmeyer will argue that a large new bureaucracy is unnecessary, but that the body should have a small secretariat.

Officials said that one controversial issue was the role of national regulators. Mr Tietmeyer is expected to propose that they should be represented at regular meetings by invitation rather than as of right. This reflects the problem that some G7 countries - for example the US - have complex domestic regulatory structures with no lead organisation.

Central bankers have already moved to improve their own mechanisms for monitoring financial stability issues by restructuring one of the chief committees operating under the aegis of the Bank for International Settlements in Basle.

The Euro-currency Standing Committee has been renamed the Committee on

the Global Financial System and given a broader role in monitoring and developing policy on the functioning of international financial markets. It could be represented on Mr Tietmeyer's new body, though it is thought unlikely to have the same status as the Basic Committee of banking supervisors.

Germany's centre-left government will use the G7 meeting to press home its view that international financial markets should be brought under greater control and harnessed to the twin causes of economic growth and job creation.

But the finance ministry in Bonn distanced itself yesterday from controversial proposals to curb foreign exchange market "speculation" put forward recently by Wolfgang File, head of the ministry's international monetary affairs division.

According to Mr File, one proposal is an increase in the time gap between the execution of a foreign exchange transaction and its settlement. This might deter large-scale betting on currency movements.

Mr File said Germany did not want to "cage" them but rather to guide them in a responsible direction by means of what he called "guard rails". However, he added: "We have no plans to hinder, tie down or muzzle financial markets."

Chancellor Gerhard Schröder's government, the first Social Democrat-led administration at a G7 meeting since 1982, is also proposing an international institution to monitor big moves on foreign exchange and other markets.

## NEWS DIGEST

## OLYMPICS SCANDAL

## Sydney's worries grow as sponsor warns of pull-out

Sydney's anxiety about sponsorship of the 2000 Olympics increased yesterday following warnings by Samsung Electronics, the South Korean company, that it was reconsidering its A\$77.5m (US\$50m) sponsorship because of negative publicity surrounding the "votes-for-brides" scandal.

"We believe the recent scandals present some danger to sponsorship," Kim Se-hun, Samsung's manager of sports marketing, told an Australian newspaper. "We still need to evaluate the reports of the various judiciary committees (investigating Olympics scandals) before making decisions or definite comments as to the next step."

Mr Kim's comments followed criticism of the Olympics scandals last week from another main Olympics sponsor, John Hancock, the US insurance company, which said it would not use the Olympic rings as part of marketing programmes until corruption had been purged.

Last Friday, General Motors Holden, the Australian carmaker, also suggested it would review its Sydney Olympics sponsorship commitment. Several other Olympic sponsors have expressed concern about the scandal, which has centred on allegations that Salt Lake City bribed International Olympic Committee members to ensure it won the right to host the 2002 Winter Games.

The criticisms are particularly disturbing for the Sydney organising committee for the 2000 Olympics, which is struggling to make up a shortfall of about A\$220m on its overall sponsorship target of A\$870m. Sandy Holloway, the committee's chief executive, recently said the IOC scandal had made the sponsorship target much harder to achieve. Gwen Robinson, Sydney

## DEFENCE CONTRACT

## Israel wins Croatian order

Israel yesterday won an order to modernise Croatia's MiG-21 fighter aircraft, brushing aside criticism that Franjo Tuđman, president of Croatia, still harboured anti-semitism.

The deal, worth between \$20m and \$120m and awarded to Elbit Systems and Israel Aircraft Industries, was finalised during a visit to Israel by Pavao Miljevac, Croatia's defence minister.

Yossi Beilin, a deputy foreign minister in the former Labour government, said the contract was a "disgrace" given Mr Tuđman's memoirs in which he expressed doubt about whether 600 Jews were killed in the Holocaust. "Only a cynical government like that of Netanyahu would be prepared to sell its soul for such a contract," he added. Labour had refused to establish diplomatic relations with Croatia. A year after Benjamin Netanyahu was elected prime minister of the right-wing led Likud coalition in 1996, diplomatic ties were forged. Judy Dempsey, Jerusalem

## SOFTWARE PIRACY

## Microsoft doubts on Lebanon

Microsoft, the US software company, is reconsidering plans to open a regional office in Beirut after Lebanon's parliamentarians deferred a decision on a bill intended to protect intellectual property. Bahram Muhazzabi, general manager of Microsoft for the Gulf and eastern Mediterranean, said no office would be opened in a country "that did not protect that investment".

Microsoft, one of the leading software companies in Lebanon, says "above 90 per cent" of its software is being used illegally, costing the company at least \$2m in lost earnings per year.

The issue has raised questions over the government's ability to implement a programme of institutional and legislative reform of a kind that will attract international investment. A number of parliamentarians had demanded discounts of up to 90 per cent on computer software for schools, universities and government departments. James Schofield, Beirut

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## 'Speed entry of developing countries to the WTO'

By Guy de Jonquieres

The European Union yesterday called for a concerted effort to complete this year membership negotiations with the more than 30 developing countries seeking to join the World Trade Organisation.

Sir Leon Brittan, EU trade commissioner, said the initiative should aim particularly to accelerate WTO entry by the very poorest applicants by offering them simplified admission procedures and specially favourable terms.

His proposal coincides with intensified efforts by the US and China - the most populous of the applicant countries - to agree on Chinese WTO admission when Zhu Rongji, China's premier, visits the US in April.

Sir Leon said his proposed initiative should cover China and Russia, but also countries such as the former Soviet republics, the Baltic states, Albania, Croatia, Cambodia, Laos, Nepal, Saudi Arabia and Vietnam.

He said the WTO should aim to admit as many applicants as possible at its ministerial meeting in Seattle in November, which is expected to launch a world trade liberalisation round. That would mean concluding membership negotiations by late summer.

He said applicant countries must be prepared to accept commitments on trade similar to those

observed by the WTO's 133 members. That would require them to return to membership negotiations with fresh mandates and more ambitious market-opening offers.

In return, WTO members should be ready to grant least developed applicant countries special terms, more lenient than those currently demanded of them.

Such terms could include a 30 per cent ceiling on the poorest applicants' tariffs on goods, and possibly a grace period of several years after admission in which to achieve it, Sir Leon said.

Transition periods could also be granted for adjustment to some WTO rules and disciplines, in areas such as protection of intellectual property rights, while applicants should be asked to open their agriculture and services markets as wide as those of the WTO's poorest existing members.

Sir Leon's initiative follows pleas by Renato Ruggiero, the WTO director-general, for a special effort to accelerate enlargement of the organisation.

Mr Ruggiero fears that unless decisive progress can be made before the WTO launches its next set of world trade talks, negotiations with applicants may stagnate for several years, when the requirements for membership are likely to be even tougher.

### NEWS DIGEST

#### FINANCIAL SERVICES DEAL

### WTO accord to go ahead despite missed deadlines

World Trade Organisation members yesterday agreed to bring a landmark accord liberalising financial services worldwide into force as planned on March 1, despite the failure of some governments to ratify the pact on time.

Fifty-two countries accounting for over 90 per cent of the global financial services market also agreed to give the 18 WTO members which missed the end-January deadline until June 15 to ratify the accord. The laggards include the important financial centre of Luxembourg, as well as Australia, Brazil and Poland.

The pact to enlarge foreign competition in banking, insurance and securities services was adopted by 120 countries in December 1997 after difficult negotiations in the midst of the Asian financial crisis. Hailing yesterday's decision Renato Ruggiero, WTO director-general, said it would inject a measure of stability into turbulent global financial markets.

Meanwhile, the WTO's general council yesterday declined to issue an interpretation of WTO dispute-settlement rules relating to compliance, the subject of a bitter argument between the US and the European Union in their banana battle.

The matter, which the EU put on the agenda, has been referred to a more general ongoing review of WTO dispute procedures. Frances Williams, Geneva.

#### COSMETICS TESTS ON ANIMALS

### Brussels 'under US pressure'

The European Commission is under pressure not to amend its cosmetics directive to ban the use of ingredients tested on animals because of fears that the move would breach world trade rules, according to the Royal Society for the Prevention of Cruelty to Animals, the leading UK animal welfare charity.

The RSPCA claims a modification to the existing directive risks not being adopted because of protests from the US that it would act as a barrier to trade.

The amendment was originally intended to outlaw the sale in the EU of cosmetics which contained ingredients tested on animals, including those imported from outside Europe. But Brussels has been advised that banning products that were not tested in Europe - even if tested previously - would breach international trade rules.

Alex Ross, RSPCA spokesman, claimed the EU did not want to ban imports of toys caught in legislation in Canada and the US, but again because of concerns over fears it would lose a legal challenge with the WTO.

"We need to persuade other countries and the WTO to change their rules to stop animal welfare enforcement being sacrificed for trade concerns," he said. The RSPCA will today lobby the British parliament's environment minister to take up the case through the EU.

George Parker, London

#### COPYRIGHT INFRINGEMENT

### Microsoft wins compensation

Microsoft, the US computer software group, has won compensation from two Chinese companies worth a total of \$100,000; the Chinese government has also today said Beijing Helada Science & Technology Development Company and Minan Investment Consulting Company were found guilty by a Beijing court of copyright infringements and the unauthorized use of Microsoft products.

China is trying to crack down on copyright infringements and on the misuse of intellectual property rights as part of its bid to enter the World Trade Organisation. Many western WTO members, particularly the US, have said they want to see China take a stronger stance against piracy right piracy before WTO entry is finally completed.

"The verdict of this case is a good start. It sends a strong signal to further strengthen protection of intellectual property rights," the newspaper quoted a Chinese lawyer as saying. AP-DJ, Shanghai

## WORLD TRADE

### TRADE CONFLICT TOKYO MINISTER WELCOMES SUGGESTION OF FORUM BUT OFFICIALS HAVE DOUBTS

## US presents Japan with plan to solve disputes

By Michio Nakamoto in Tokyo

The US has asked the Japanese government to consider setting up a new economic forum to discuss trade and other matters with the aim of defusing problems before they cause friction.

Shoji Yamai, Japan's vice foreign minister, yesterday responded favourably, saying: "I believe it would be desirable that there be a high-level mechanism... to discuss wide-ranging economic issues and to resolve individual trade issues before they turn

into major problems."

The proposal, controversial in both Japan and the US, comes amid growing trade tensions between the two countries. On Friday the US Commerce Department released a preliminary antidumping ruling against steel imports from Japan.

Japan's vice minister for international trade and industry, Osamu Watanabe, yesterday indicated the Japanese government would respond firmly to US actions should they conflict with WTO rules.

"We will calmly monitor

how the United States follows procedures under its domestic law. But if (US action) conflicts with WTO rules, we will make our opinions known," he said.

A sharp rise in Japan's current account surplus last year to a record Y15.61bn (\$139bn), which was unveiled by the finance ministry yesterday, also prompted vice

finance minister Koji Tamamori to try to quash criticism that Japan was exporting its way out of recession. "It is

not likely that we will seek to achieve an export-led

growth. It is not desirable

either," he said.

The rise in trade tensions has prompted calls for better communication between the two sides and the US proposal for a new forum could be discussed when Keizo Obuchi, Japanese prime minister, visits the US in May.

The refusal of the finance ministry to discuss problems the US sees in Japan's implementation of the bilateral insurance agreement has, for example, caused resentment on the US side.

However, the idea of a new forum has triggered some

opposition in Japan where many government officials have been suspicious of bilateral arrangements aimed at negotiating specific issues.

Mr Watanabe of the ministry of international trade and industry notes that a new economic forum could be useful to discuss broad, global issues, but would be superfluous if specific trade issues were to be on the agenda.

Japan's experience of such bilateral arrangements in the past has generally been an unhappy one. In the

famous semiconductor talks, Japan was forced to accept a particular target for foreign market share in the domestic semiconductor industry, much to its chagrin. The most recent arrangement, known as the framework talks, was agreed at the highest political level against widespread opposition from Japanese trade officials.

Japanese government officials stress that trade problems in particular should be discussed through the World Trade Organisation, rather than bilaterally.

## Turkey acts to encourage foreign energy investors

By Leyla Boultif in Ankara

Turkey has taken an important step towards removing the single most important obstacle to investment in Europe's fastest growing energy market: the country's new energy minister said yesterday.

Ziya Akdas said his ministry had reached a "gentlemen's agreement" with the Danistay, the country's highest

administrative court, that the court would not stand in the way of energy projects requiring international arbitration.

The constitution's current requirement that the Danistay should have the final say in any disputes with foreign investors is the biggest obstacle to Turkey's efforts to attract over the next decade an estimated \$4.5bn in private investment to satisfy the "energy hunger" of a population which by 2010 could grow from 60m people to 80m.

The amendments would allow deals to be defined simultaneously as concessions, which are subject to Danistay arbitration, and as commercial agreements, which are not.

Mr Akdas, who is part of a caretaker administration that will run Turkey until elections on April 18, said the government also planned next month to sign a contract to buy 10bn cubic metres of natural gas a year

from Turkmenistan over a 20-year period. The gas would be transported by a \$3bn pipeline to be built by a consortium led by Bechtel of the US, providing the pipeline sees off a competing Russo-Italian project announced last month to transport Russian gas through Turkey. Mr Akdas brushed aside analysts' doubts that the Turkish and European gas markets could sustain two new pipelines. He also voiced confidence in a separate plan to build a \$2.4bn pipeline carrying Caspian oil from the Azeri capital of Baku to Turkey's Mediterranean port of Ceyhan. He hoped an inter-governmental agreement between the states through which a pipeline would pass could be signed by mid-March, followed by the conclusion of agreements between the states and oil companies involved in the production and sale of Caspian oil.

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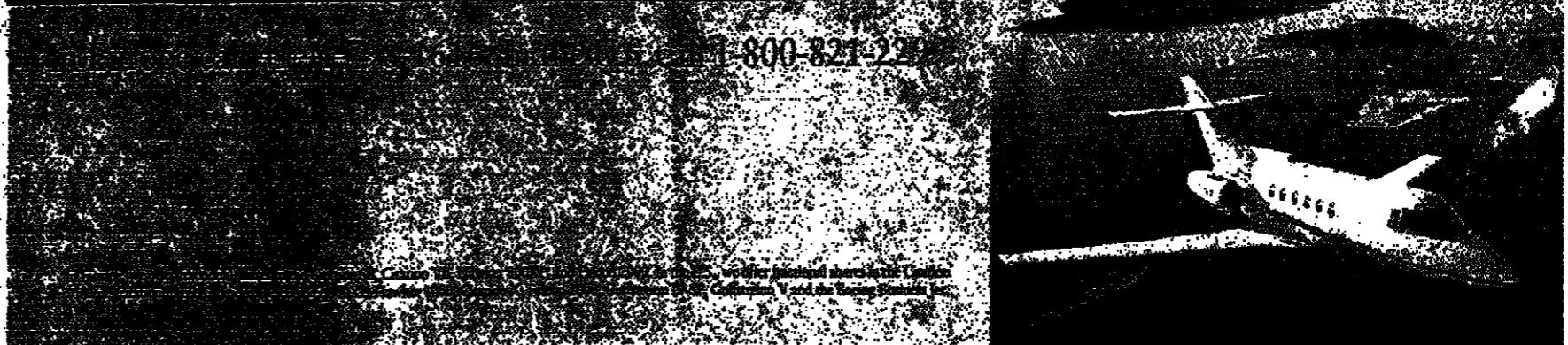
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## BRITAIN

DEVELOPING NATIONS FOREIGN OFFICE PLAN

## UK groups urged to fund environmental secondments

By Andrew Parker,  
Political Correspondent

UK companies are to be asked to provide secondments for industrialists from developing countries to help improve their knowledge of environment-friendly working practices.

Robin Cook, foreign secretary, indicated last night the government would pay for the secondments through a "climate change challenge fund".

"It will fund projects that will help developing countries to build up the capacity they need to combine healthy growth with low emissions of greenhouse gases," Mr Cook told the Green Alliance, an environmental coalition, in London.

An Anglo-German forum on the environment is to be set up, underlining the need for European wide solutions. It will bring together ministers, business and non-governmental organisations.

Mr Cook said he was inviting "young future leaders from developing countries" into the Foreign Office because "the key to building a global consensus on the environment will be to break down the suspicion between north and south. We in the developed world need to convince the south that our concern for the environment is not a form of protectionism in disguise".

The Foreign Office will provide £500,000 (\$820,000) to the fund. Mr Cook said he hoped UK companies with an interest in the environment would at least match this sum.

### Menus to detail contents of modified foods

By David Wighton,  
Political Correspondent

The government yesterday said it would bring forward the introduction of rules to force restaurants to disclose whether they are serving genetically modified foods. As part of a counter-offensive over such foods, the government said it hoped to bring in regulations by June requiring menus to carry details of the GM content.

In a sign of the government's concern at the media backlash, Downing Street sought to use the prime minister's eating habits to reassure the public. Declaring the prime minister had "no problem" with eating GM foods it said: "The prime minister is very strongly of the view that this product is safe. He has no hesitation about saying that."

Critics said the move smacked of "desperation" and recalled a similar demonstration of confidence by John Gummer, the then Conservative agriculture minister when at the height of the BSE crisis he fed a beefburger to his daughter.

Government insiders say ministers are hampered by two main constraints: the fact that the UK has little scope for independent manoeuvre and the fear that taking a tough line against GM products would jeopardise the UK's world-class biotechnology industry.

Although the main GM products available are from US companies, UK companies are heavily involved in technologies involving gene manipulation. "The worry is that if this thing gets out of control and the government is forced to take a hard line against biotechnology companies, they may just decide to take their labs somewhere else," said one industry executive.

Another problem for the UK government is that regulation of GM food and crops is a European Union matter. Britain could not impose a moratorium on new GM foods or crops without running up against Brussels. The French did that and are facing legal action in the European Court.

Editorial Comment, Page 15

## Poor oil prices spell troubled waters for the industry

With crude languishing close to a 12-year low, the long-predicted decline in the sector may be about to begin. Robert Corzine reports

**A**nyone seeking signs of the oil price collapse in Aberdeen, Britain's oil capital in north-east Scotland, may find themselves frustrated. On the surface, it is business as usual: helicopters shuttle between North Sea platforms and Aberdeen airport, and house prices, rivaling London and southern England, remain high.

But dig deeper and it is clear Britain's offshore oil industry, which until recently accounted for nearly a fifth of all industrial investment, and which supports more than 380,000 jobs across the country, is at a turning point. With crude prices testing 12-year lows, many wonder whether the long-predicted but much-postponed decline of the industry is about to begin.

A Foreign Office official said the climate change challenge fund would help developing countries move from a "high emissions target to a low emissions target".

He added that the specific uses for the fund had not been finalised but could include financing the secondments.

Other uses could involve

paying for the secondees – to include officials as well as industrialists – to attend UK higher education courses and financing seminars in the developing countries on climate change.

Mr Cook also announced

that the Foreign Office would be inviting a secondee from business to promote the UK's environmental industry. A secondee would also be brought in from an environmental organisation.

Mr Cook insisted he had

pushed the environment up

the Foreign Office's agenda.

"We strengthen our environmental policy by having a foreign policy that supports democracy, human rights, accountability and openness," he said.

The challenge fund will enable young high fliers in the key industries in these countries to spend time in British companies.

"It will pay for carefully targeted consultancy and training programmes," Mr Cook said.

He added that the European Investment Bank was "keen to work with us, funding appropriate projects that our challenge fund opens up through its well-established banking network in developing countries".

A Foreign Office official said the climate change challenge fund would help developing countries move from a "high emissions target to a low emissions target".

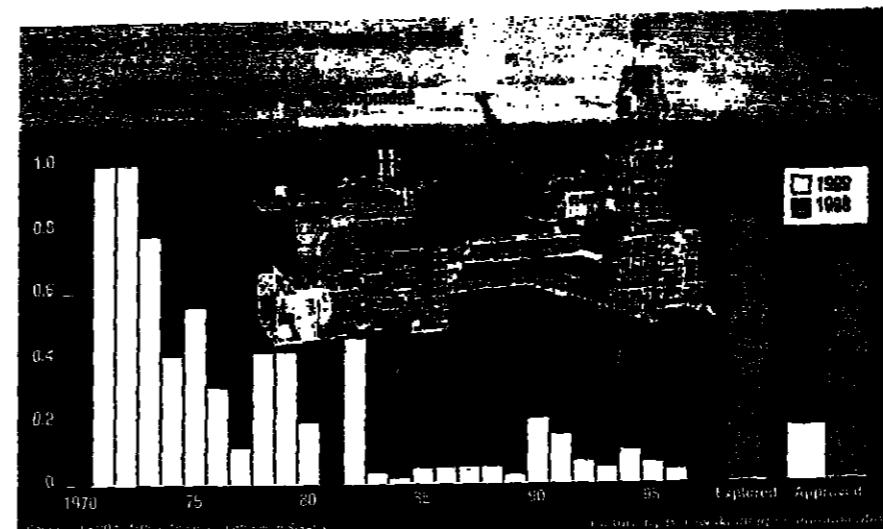
He added that the specific uses for the fund had not been finalised but could include financing the sec-

ondments.

A steady reduction in offshore operating costs underpins the new resilience of the industry. Royal Dutch/Shell, one of the biggest producers, says its operating costs of about \$2.50 a barrel are three times lower than its 1990 projection for this period. Technological innovation, more focused management and new arrangements with contractors and suppliers account for much of the reduced costs.

But the price collapse is being felt at the exploration and appraisal level, where activity has plummeted. Given the cyclical nature of the oil business, a prolonged downturn in exploration would have a knock-on effect on future production levels.

Capital spending is also



which face a dearth of big field developments in the pipeline. Malcolm Brindell, managing director of Shell UK, believes sub-sea developments will dominate in future. The size will be to tap the many small fields that surround the larger, developed reservoirs. Wells will be placed directly on the seabed with pipelines taking the oil, gas and water mixture back to existing platforms for processing.

"There are plenty of small developments in the £20m range," says Mr Brindell. "But we need to repeat them

quickly and simply." That may require fundamental reforms to the way the industry is organised.

A new government-industry taskforce has been charged with enhancing the sector's competitiveness.

"The North Sea needs to be operated differently," says Pierre Jungels, chief executive of Enterprise Oil, the UK's biggest independent explorer. Enterprise and Amerada Hess, the US oil group, recently looked at combining offshore assets under a single unit. That idea did not pass the discus-

sion stage, but other operators may find more compelling combinations.

Mr Brindell says tax changes could allow more consolidation in individual licences allowing companies to build meaningful stakes.

BP Amoco, want relief from royalties on older fields.

But much remains to be done. Crine, an industry body, believes offshore life-cycle costs – finding, development and operating costs – can be cut from \$12 a barrel to \$8 by 2002. In the early 1980s they were \$22.

Some savings are expected from changes to the way the industry organises its supply chain. "We often never know how equipment performs after it leaves the factory," says Syd Fudge, chairman of the Offshore Contractors Association, a trade group.

Improved technology also

figures in Crine's thinking.

Cutting the cost of wells is the biggest priority, given that they are the most expensive element in most offshore developments.

Although day rates for drilling rigs have fallen from \$120,000-\$150,000 last year to \$80,000-\$90,000, new technical approaches, such as slimmer wells, could cut drilling costs by up to a third within five years or so.

But a question mark

remains over future investment levels unless crude prices improve. "Oil prices at \$14-\$15 a barrel will keep the North Sea a viable business," says Mr Brindell.

But if prices stay

depressed for several years,

the long-term outlook could

be grim, with returns on

investment in small fields

struggling to meet corporate

hurdle rates. "It will be hard

to stop the rot once oil com-

panies stop investing," says

Mr Fudge. "Investment has

already slowed down."

### Pro-British leader faces opposition over peace agreement

By John Murray Brown  
in Belfast

David Trimble, Northern Ireland's first minister, looks set to be opposed by a majority of unionists today when the regional assembly votes to ratify the new power sharing arrangements.

Mr Trimble is leader of the Ulster Unionist party, the biggest pro-British party in the region.

Unionists in the 108-member assembly are evenly split. But one of Mr Trimble's 28 assembly members has said he would vote against the motion, tipping the balance of power towards opponents of the 1998 peace agreement brokered by former US Senate majority leader George Mitchell.

Peter Weir, a UUP assemblyman, said in December he would vote against ratifying the shape of the new regional administration because the deal did not demand prior handover of weapons by the Irish Republican Army.

But a majority unionist vote against Mr Trimble will not change the result of today's vote because the motion will be backed by the moderate nationalist Social Democratic and Labour party and Sinn Fein political wing of the IRA.

The issue underlines the internal challenge Mr Trimble faces over his tentative rapprochement with republicans. The assembly is being asked to approve 10 ministers and six "north-south" bodies which will implement policy in co-operation with the Irish Republic. A separate vote will be taken on setting up a civic forum to bring together business, unions, the voluntary sector and churches to consult on issues of mutual interest.

But Mr Trimble insists the IRA should first hand in some weapons before Sinn Fein can take seats in the executive.

A spokesman for Tony Blair, the UK prime minister, said: "The prime minister believes all aspects of the agreement have to be met. You cannot pick and choose between them. He believes there has to be a start to decommissioning."

JULY 150

SCOTLAND NATIONALIST PARTY UNVEILS PROPOSALS FOR LOW-INTEREST BONDS TO FUND LARGE PUBLIC WORKS PROJECTS

## SNP says private finance scheme must go

By James Buchan in Edinburgh

The Scottish National party will today spell out its determination to replace the private finance initiative with a Scottish public services trust that would guarantee low-interest bearing bonds to finance large projects. The PFI is an effort to attract private finance to public projects. It was inherited by the present government from its Conservative predecessor.

PFI is being used in Scotland for three hospitals, a large schools rebuilding pro-

ject and a prison. Alex Salmond, leader of the nationalist party, which campaigns for independence for Scotland in the European Union, said the new system would be cheaper than PFI and would leave the assets in the hands of the state at the end of the 30-year borrowing period, rather than in the hands of the lenders, as happens under PFI. "This is an imaginative way to end the present rip-off of PFI and fund new assets," he said.

But the scheme was attacked yesterday by Sam

Galbraith, the Scottish health minister, who said it would add to the public sector debt, limit the spending power of the Scottish parliament and halt hospital schemes now under way.

Under the scheme financial institutions would issue bonds on the international bond market to fund public works projects in Scotland. With a guarantee from the Scottish public services trust the bonds would pay interest rates as low as 4.75 per cent, compared with the 8 per cent Mr Salmond claimed is often charged for lending under PFI.

He said the new Edinburgh Royal Infirmary, now being built under PFI and involving borrowing £200m, would need to borrow only £128m under the SNP scheme.

Mr Galbraith said financial institutions would only lend more cheaply if a government institution such as the Scottish Office guaranteed the debt of the new public services trust and assumed the risks of the project. But if that happened the debt would come as public sector debt. "That would mean that the amount of other capital expenditure which a devolved Scotland could undertake would be massively reduced."

He said the SNP's claim that the cost of borrowing for the Edinburgh Royal Infirmary could be reduced by 50 per cent to £128m was "truly Alex in wonderland politics".

• Ferries will no longer be able to take doctors to two Scottish islands to deal with emergencies in the middle of the night because of EU-inspired working time laws.

Caledonian MacBrayne,

the ferry company, has told residents on Gigha and Iona off the west coast that new working time legislation makes the emergency service impractical.

PRIVATISED COMPANY CONTRACTORS ARE URGED TO REVIEW STANDARDS BECAUSE OF PEAK LEVEL OF 'UNSAFE ACTS'

## Increase in dangerous incidents on rail network

By Charles Batchelor, Transport Correspondent

Railtrack, the privatised owner of most of the UK rail infrastructure, plans to step up its safety procedures in the wake of an alarming increase of incidents involving contractors working on the rail network.

The number of "unsafe acts" including "near

mises" of workers on the line and problems with incorrectly isolated sections of electric rail rose to a record level in the four weeks to mid-November, the company said yesterday. In one incident a safety supervisor allowed an engineer's train into an area where men were working and was then found asleep in his car.

The increase in incidents

caused by contractors contrasted with an overall decline in the number of life-threatening incidents on the railway in recent years. The decline in safety standards among contractors has forced Railtrack to renew its appeal for them to raise standards.

Railtrack has been under pressure in recent months

from the railway inspec-

tors, MPs and trade unions over its management of contractors and has normally defended its record of dealing with them. The transport committee of the House of Commons warned in December that Railtrack was not monitoring its contractors adequately.

It has been criticised for failing to properly monitor companies new to the rail

industry. When the former state network's track main-

tenance companies were pri-

vatised, many were bought

by civil engineering groups

including Amey, Balfour

Beatty and Jarvis. Rail-

track's concerns are revealed in the latest edition of a staff newspaper. It said it wanted to bring home to its staff the importance of this safety issue.

A total of 111 incidents

was recorded in the four

week period to November 14

and the average in recent

months has been 18 per cent

higher than a year ago,

according to the company's latest group safety report.

Two contractors' staff

have been killed over

the past year while 58 have suffered severe injuries, 20

more than the previous year.

Vicki Bakshi, London

STATE HEALTH SERVICE

### Warning over tobacco cases

Proposals for state health service hospitals to sue tobacco companies were rebuffed yesterday when the government warned court action would be illegal. The announcement came after it emerged that health service managers were considering trying to recover funds from cigarette manufacturers for the costs of treating smokers. But the Department of Health insisted such action would require new legislation, which the government is not intending to pass.

Dr Bill O'Neill, ethics and science adviser to the British Medical Association, the family doctors' group, said: "We believe the department's stance on the legal position needs to be challenged. The government is understandably reluctant to take on the tobacco companies and perhaps does not want health service trusts [hospitals] to be seen to be 'spending public money' on this legal battle."

### PRIVATE HEALTH INSURANCE

#### Bed charges anger industry

Bupa, the largest UK operator of private hospitals, angered the health industry by demanding an increase of three times the rate of inflation in charges for its beds - while the insurance side of the business tells rival hospital providers it will only pay a near-zero increase in their charges. The move came as Bupa disclosed in confidential correspondence to private hospitals that it faces a loss of more than £20m (£32.8m) on last year's insurance business. Others in the industry accuse Bupa of double standards, while private medical insurers are angered at the implications of Bupa's price increase for their premiums. Bupa Hospitals is seeking a 7.5 to 8 per cent increase in its hospital charges when Nuffield Hospitals, the third largest group, is raising its prices by only 2.5 to 3 per cent.

Fergus Kee, managing director of UK membership for Bupa's insurance arm, insisted the hospital and insurance sides of the business "operate independently of each other". With Bupa insurance losing money, "we are doing what any business in our position would do, which is seek the minimum price increases possible from our suppliers right across the industry". Nicholas Timmins, London

### MENTAL HEALTH

#### Psychopath move 'shocking'

Dangerous psychopaths are to be locked up indefinitely - whether or not they have committed a crime - under laws proposed by the government yesterday. Jack Straw, home secretary, told MPs that some people with severe personality disorders are such a threat to the public they should be incarcerated even if they have not yet broken the law. He accepted that "detaining people indefinitely on the basis that they pose a danger to society is a serious step", but "the safety of the public is our prime concern".

But John Wadham, director of Liberty, the civil liberties campaign, condemned this judgment as "shocking". He said: "Proving that you are not dangerous is almost impossible and there is no doubt that some people who are no danger will be locked up."

The government's plans for imprisonment focus on those who have been released from jail or psychiatric care after serving their sentence for previous crimes, and those who have yet to commit crimes but are thought to be a threat. The current law allows such people to be detained only if "treatment is likely to alleviate or prevent a deterioration of their condition". They are held in psychiatric hospitals. Simon Buckley, London

### OFFICIAL STATISTICS REVIEW BY KPMG

## Role of private sector to widen

By Simon Branson, Statistics Editor

The private sector is to be given a greater role in collecting Britain's official statistics, the government is soon to announce.

The move follows a review by KPMG, the consultant, commissioned by the Treasury last July. The aim of the review was to improve efficiency and identify potential savings. It is believed to have specified contracting out collection of data as the best way to provide the biggest benefit.

The Office for National Statistics' 3,100-strong workforce could be cut by 1,000 if the private sector takes on wider functions and the ONS focuses on analysis and dissemination. But hundreds of jobs could move to the private sector.

The review could have an impact on the 10-yearly census, next due in 2001, which is expected to cost more than £100m (£164m).

But contracting out data collection for other surveys would have a greater impact on the ONS structure. The

organisation conducts nearly 100 business surveys each year and many other studies.

The government's handling of the review has attracted criticism. The remit was vague and many observers, including the House of Commons Treasury committee, felt any study should have been carried out as part of the government's recent spending review, which set out three-year financing plans for all departments.

Private sector involvement in data collection has already been tested on the retail prices index. The ONS considers this a success and the government plans to re-tender when the existing contract expires this year. But critics within the ONS fear the quality of data will fall if respondents are not answering government surveys because of fears about confidentiality.

The move comes at a time of upheaval for the ONS. There have been a number of recent structural changes in the organisation, as well as complaints by senior staff of underfunding.

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## MANAGEMENT FLEXIBLE WORKING

# Pathway for pioneering performers

**Alison Maitland** finds you do not necessarily have to work long hours in the office to get to the top

Part-time work is still often associated with low-wage, low-status jobs. But a new breed of highly rated managerial staff working fewer hours is emerging in many of North America's leading companies.

A study of 87 part-time managers and professionals working for a wide range of US and Canadian employers has found that many are "star" performers.

The researchers admit they were surprised by the success reported in the survey, which also questioned spouses or partners, senior managers, human resources staff and co-workers.

"These kinds of jobs are assumed to be impossible to customise and contain, given the responsibility for the work of a group of subordinates," says Mary Dean Lee of McGraw-Hill University's management faculty, leader of the research team.

Senior managers cited many reasons for approving a cut in working hours: to keep outstanding staff and to avoid wasting the investment in their training.

Many of the 87 managers and professionals - who included software engineers, human resources specialists and finance experts - were women with children under 10.

They were generally fairly high-level employees with an average of 11 years' service. Their salaries averaged nearly \$60,000 (£37,000), with the highest on \$140,000.

The 45 organisations involved included AT&T, International Business Machines and Procter & Gamble, and professional services firms such as KPMG and Ernst & Young.

On average the sample had reduced their weekly working hours from 50 to 32 - by working four days a week, rather than five or more, for example. They

took on fewer clients or projects, extended deadlines, dropped less important aspects of the job or moved away from handling staff or clients to concentrate on project work.

Their performance was as good as, or better than, before, according to most of their senior managers. Some were seen as being more creative and productive because they had achieved the desired balance in their lives.

"In general, senior managers tended to attribute the success... to the unusually talented individuals involved, as well as to increased loyalty, motivation and commitment," say Professor Lee and her co-author, Shelley MacDermid of Indiana's Purdue University.

Given the value placed on such people, a crucial question facing many employers is how to help them advance in their careers if they remain part-time. Only 10 per cent of the sample planned to return to full-time work within the next three years.

## While most believed they had made some career trade-offs, two-thirds did not believe their progress had been halted

The top managers commonly felt jobs above a certain level could not be done on a shorter working week. Even in companies prepared to experiment and innovate, "there appears to be no real re-evaluation of the traditional career path to the top", say the authors.

This is echoed in negative statements from some individuals that their careers had "plateaued" and that opportunities to progress would only arise if they resumed full-time work.

However, while most believed they had made some career trade-offs, two-thirds did not believe their progress had been halted. Many talked about pursuing career success "on their own terms". Of the whole sample, 35



Nine to five: but part-time work is gaining acceptance

per cent had been promoted

while working fewer hours.

Having a supportive senior manager was the most frequently mentioned factor in making the arrangement work. Significantly,

70 per cent of senior managers in the survey were rated as highly supportive, although only 40 per cent had negotiated the original agreement.

How can senior managers help? The research suggests they should be sensitive and creative in solving problems, encourage dialogue about the workload, and

make sure the quarter were unhappy

often because part of the workload had been shifted to them or they had to cover in emergencies.

The authors say such concerns must be acknowledged and managed.

By contrast, many co-workers

were concerned that the part-timers were doing essentially the same job in less time. More than

three-quarters of spouses and partners reported a better family life, but a minority was worried that the workload seemed as big as before.

Making these arrangements work is often left largely up to individuals, the report concludes.

But corporate attitudes can make all the difference. What was thought impossible in one company was considered an ideal arrangement in another.

As many part-timers expressed

it, limits to success lay not in the nature of jobs but in the lack of imagination in redefining or restructuring them.

Plenty of imagination is likely

to be needed, says Prof Lee.

"These people are the pioneers.

They'll be opening doors for

people who are strong, solid per-

formers. I believe there will be

more and more men and women

demanding this kind of arrange-

ment."

Many co-workers were positive

about the arrangements, saying

the professionals and managers

had found creative ways to

remain accessible. They found it

inspiring that high-level employ-

ees were allowed to work in alter-

native ways.

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### LEGAL NOTICES

No. 00095 of 1999  
In the High Court of Justice  
Chancery Division, London  
and in the Court of Appeal  
in The Matter of  
THE FLEMING AMERICAN  
INVESTMENT PUBLIC  
LIMITED COMPANY  
and in The Matter of  
The Companies Act 1985

NOTICE IS HEREBY GIVEN that a Petition was on 8 February 1999 made to Her Majesty's High Court of Justice in the Chancery Division for the reduction of the capital of the above-named Company from £22,644,586 to £22,756,231 by reducing capital which is in excess of the worth of the Company.

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before the Court of Appeal on 10 March 1999 at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 24th day of February 1999.

AND NOTICE IS FURTHER GIVEN that the said Company desires to oppose the making of an Order for the confirmation of the reduction of capital and the application of the rules of hearing in person or by Conference in respect of the Petition. A copy of the said Petition will be furnished to any such persons requiring the same by the undersigned Solicitors on payment of the legal expenses charge for the same.

Dated the 12th day of February 1999  
DANIELS & PAINES LTD  
One Silk Street, London EC2Y 8HQ  
Solicitors for the above-named Company

No. 00139 of 1999

IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION  
COMPANIES COURT

IN THE MATTER OF  
THE FLEMING MERCANTILE  
INVESTMENT PLC  
- and -  
IN THE MATTER OF THE  
COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 27 January 1999 confirming the reduction of the capital of the above-named Company from £45,000,000 to £40,906,720 and the Minutes approved by the Court relating to the said alteration of the several particulars by the above-mentioned Act were registered by the Register of Companies on 2 February 1999.

DATED the 9 day of February 1999  
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## MANAGEMENT & TECHNOLOGY

### INFORMATION TECHNOLOGY BRIEFS



#### Fujifilm plans colourful launch for world's smallest pixel camera

Weighing just 8½ ounces and measuring 4in high, the world's smallest 2.3m pixel camera will be launched by Fujifilm in April. The Japanese group says the digital MX2700 camera produces files of sufficient size - six megabytes - to produce clearer and more colourful images.

Within the pocket-sized case, the MX2700 has some special features. These include an innovative new filter and enhanced signal processing that offers improved skin tones and other colourings.

[www.fujifilm.co.uk/ds](http://fujifilm.co.uk/ds)

#### Small issue: the digital MX2700

online archive base with 17,000 pieces of legislation dating from 1267 AD, and 300,000 pieces of legal material.

Autonomy's software reads, categorises and links thousands of pieces of legal knowledge. These are contained within two sources: Legislation Direct, a database that includes every legal act and statutory instrument in force in England and Wales, and Halsbury's Law Direct, the 50-volume legal bible compiled since 1908.

The software provides subscribers to Butterworth's online legal information service with an accurate reference guide to English and Welsh law.

[www.butterworth.co.uk](http://www.butterworth.co.uk)

#### Built-in point of connection

Increasing numbers of

peripherals such as printers,

scanners, speakers and mice can

be connected to the computer

via a Universal Serial Bus (USB), writes Geoff Wheelwright.

Some digital cameras are

being fitted with USB

connections to desktop and

notebook computers. But you

cannot plug these extras into a

a single USB port. The normal

solution is a USB "hub" - a box

with sockets for USB devices

and a connection to the port.

ViewSonic, the US-based

computer display manufacturer,

has developed a line of displays

with a built-in USB hub. This

enables up to four USB devices

to be connected without a

separate USB hub.

For less than \$1,500 in the US,

you can get ViewSonic's new

Xtreme Monitor

which includes a

21-inch display,

capable of

showing images at a 2,048 x

1,536 pixel resolution. It also

boasts a four-port USB hub to

simultaneously run USB

compatible peripherals and "Host

On Screen" software.

[www.viewsoc.com](http://www.viewsoc.com)

Christopher Price

projects carried out as part of the Stanford programme for developing computer technology that can be incorporated into clothing. The computer could be put in a shirt pocket and linked up to special glasses that can act as a computer display. The researchers are working on a glove as a possible replacement of the keyboard in an attempt to find a compact method for inputting data.

<http://wearables.stanford.edu>

#### Alcatel offers first IP-PCX

The world's first internet protocol-powered Private Communications Exchange (IP-PCX) has been launched by Alcatel, the French telecommunications equipment group. The new product is designed for integrated enterprise voice and data and fixed and mobile communications.

Olivier Baudard, president of Alcatel's enterprise and data networking activities, said: "The benefits to the enterprise are enormous."

"As voice communications are enabled over the data network, there is now only one network and one management system for the IT manager to control. For the end-user, there is a seamless transition that offers new business benefits through enhanced IP-based applications and communications tools."

[www.alcatel.com](http://www.alcatel.com)

#### Compaq, Lotus opt for UK system

Compaq Computer and Lotus Development Corporation have selected Knowledge Management, the UK consultancy, to contribute its Knowledge Innovation software system to the US groups' portfolio of products.

The system comprises a web-based "Innovations Space" where users can identify problems and generate solutions. There is also an online training course in creative thinking to aid the innovation process.

[www.knowledgespace.com](http://www.knowledgespace.com)

#### Free rein on the net

Offers of connection, software and hardware without charge

could push the internet into the mass market very rapidly

money is being spent.

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on web sites are two cents

per page view.

Assuming the Compaq boxes cost \$500,

Free-PC would need to

</div

## PEOPLE

## PEOPLE ON THE MOVE

### Société Générale de Surveillance hires diplomat

Société Générale de Surveillance, the world's biggest inspection and testing company, has hired Rolf Jeker, 52, a Swiss diplomat, in a bid to restore the fortunes of its government inspection contracts business, where it is the world market leader.

SGS has traditionally had a 70 per cent share of the market for providing governments of developing countries with pre-shipment inspection services. Its service involves checking shipment details, such as price, quantity and quality, and is designed to help governments collect customs revenues and prevent capital flight.

In the past it has been the backbone of SGS's business. However, SGS's profits collapsed last year after it lost important contracts in Indonesia and Pakistan and its reputation has been tarnished by its association with money laundering allegations made against the family of Benazir Bhutto, the former Pakistani prime minister.

SGS's decision to hire a diplomat to head the most politically sensitive part of its business is the latest sign of the rebuilding of its management team in the wake of last year's boardroom upheavals which culminated in the ousting of Salina Amorini, a member of one of the founding families and company chairman. Jeker, who has a PhD from the St Gallen business school, has been the interim head of the Swiss Federal Office for Foreign Economic Affairs prior to the arrival of David Syz, 54, a Swiss industrialist. Jeker has worked in over 80 countries and is also chairman of the Swiss export risk and investment risk guarantee board. He joins SGS's executive board in May replacing Serge Pahud, one of Salina's longest-serving lieutenants. Meanwhile, Louis Altermans, another long-serving SGS executive, has announced his retirement and he will be replaced on the executive board by Paul Albrecht, 47, a Belgian, who has been with the group since 1976 and currently heads its Spanish operation. *William Hall, Zurich*

### Green steers Virgin Trains

Chris Green, formerly a high flying manager in the UK's state-owned British Rail, is to get another chance at running trains when he takes over as chief executive at Virgin Trains later this month.

Green, 55, faces one of the most challenging jobs in the railway industry, managing the introduction of Virgin's new tilting trains and dealing with the £2.1bn upgrading of the west coast main line being undertaken by Railtrack.

Modernising one of Britain's busiest rail routes while maintaining a reasonable service will not be easy, especially since the project involves high-tech signalling which has contributed to long delays in completing London Underground's Jubilee Line extension. Virgin is already under pressure for poor quality of service.

Green has spent the past two years heading the business consulting group of Gibb, a UK engineering consultancy, where one of his tasks was to help Virgin draw up proposals for Eurostar services to the Midlands and the north. Green's connection with Richard Branson's Virgin group goes back to the early 1990s when the two men worked on a plan for Virgin to run trains on the main east coast line. This project was overtaken by the privatisation of the entire BR network.

Green was appointed by BR to head the sale of ScotRail but he dismayed the government and many in the rail industry by resigning abruptly in February 1995 in disgust at the way BR was being broken up. *Charles Batchelor, London*

### New names at SA Breweries

South African Breweries, the world's fourth largest brewer which last week unveiled the

pathfinder prospectus for its London listing, is beefing up its board with the appointment of four new non-executive directors. They include Lord Renwick of Clifton, the British ambassador to South Africa from 1987 to 1991 and to the US for the next four years. He is already a director of Billiton, British Airways, Canal Plus, Compagnie Financière Richemont, Liberty International and Robert Fleming Holdings – owner of the investment bank handling SAB's London debut.

He will be joined by Sir Robert Fellowes who recently stepped down as the Queen's private secretary after eight years in the job. Now vice-chairman designate of Barclays Private Banking, Sir Robert joined the royal household in 1977 after a career in the City as a discount broker.

The other two new directors are Hugh Collum, chairman of Chiroscience, the biotechnology company, and Miles Morland, chairman of Blakeney Management, the emerging markets fund manager.

Collum retired from SmithKline Beecham at the end of last year after nine years as chief financial officer.

He had previously been finance director of Cadbury Schweppes and was a member of the Cadbury Committee on the Financial Aspects of Corporate Governance. His existing non-executive directorships

have a new chairman. Sir Dominic Cadbury, chairman of Cadbury Schweppes, will succeed Sir Roger Gibbs, who has overseen an extraordinary period of growth during his 10 years in charge of the trust.

This year Wellcome will spend £400m (£655m) on medical research, eight times more than in 1989, and its assets are worth £11.7bn. The trust plays a powerful role in UK science, as it showed last summer when it agreed to match the government's £200m contribution to the £600m Joint Infrastructure Fund for academic research facilities.

And internationally it is the largest single contributor to human gene sequencing.

The trust's wealth used to depend on its ownership of Wellcome, the drug company, but Gibbs has masterminded the diversification of its assets – a process that concluded with the 1995 take-over of Wellcome by Glaxo.

With his financial background in the City of London, Gibbs, 64, is understandably proud of the trust's investment performance, which has consistently beaten most

market indices. But he feels that Wellcome would benefit from "having an outstanding business leader as chairman as it enters the new millennium".

Cadbury, 58, has devoted his career to the family chocolate and soft drinks firm. He was chief executive of Cadbury Schweppes from 1984 to 1993 and has been chairman since 1993.

He will become a governor of the Wellcome Trust on June 1 and take over as chairman on January 1, 2000 – four months before his scheduled retirement from Cadbury Schweppes. *Clive Coolson, London*

### Moving places

● Robert Brown has been promoted to president and chief executive officer of Bombardier. He joined the Canadian-based group in 1987 and latterly has been president and chief operating officer of Bombardier Aerospace.

● Gerard van der Stelt, 41, a main board director of NCM Group will take over as chairman of the managing

board of NCM Holdings in March. He succeeds Maarten Hulshoff who is taking up an appointment as chairman of the managing board of Rabobank International.

● LVMH, the luxury goods group, has appointed Thierry Andretta president and chief executive officer of Celine, its producer and distributor of leather goods, fashion accessories and ready-to-wear apparel.

● EasyScreen, which designs dealing systems for futures and option markets has appointed Peggy Ogorek managing director of its new Chicago office which is spearheading its US sales operation. In 1990 she was elected the first female director of Chicago Board of Trade.

● Control Risks, the specialist business risk consultancy has made a series of new recruitment and office openings. Larry Gurwin, joins from the US Senate Permanent Sub-Committee on Investigations to lead the investigative team in Washington DC. Mike Horner, former assistant commissioner of the Royal Hong Kong Police, joins

Control Risks to direct its new Singapore office. Jim Wygand, has joined to head up the Brazilian operations in São Paulo. He was most recently managing director of Kroll Associates in São Paulo. Tom Stern, formerly a director of PricewaterhouseCoopers' Business and Investigative Services, joins as associate director of the New York office. Don Collins, who joins Control Risks' London office as fraud investigations manager is the former investigations manager at Fimbra (one of the original City of London regulators) and latterly worked for the D Vere consultancy.

● Deutsche Postbank's supervisory board has appointed Wulf von Schimmelmann management board chairman.

● Ronny Vensteenkiste, head of organisational learning and change at Joseph E. Seagram & Sons, has been appointed to director management & organisation development Philips, The Netherlands.

● Bill Cuthbert, 39, has been appointed to the managing board of Rabobank International, the



Wellcome aboard: Michael Dexter (standing), trust director; Sir Dominic Cadbury (left), chairman designate; and Sir Roger Gibbs, chairman. Sir Henry Wellcome (founder) is pictured in bronze

corporate and investment banking arm of the Rabobank Group.

● The international law firm of Paul, Weiss, Rifkind, Wharton & Garrison has announced that Michael Gertler has joined the firm as consultant and co-head of the Asia Communications Group, resident in the firm's Hong Kong office. Formerly a partner at Denton Hall in Hong Kong and Baker & McKenzie in Sydney, Gertler's practice has focused on regional media and telecommunications projects since 1989.

● With effect from April 1 Bernard van Schaik, 47, will be appointed director of the DSM Coating Resins business group, Zwolle, Netherlands.

He is currently director of the Coating Resins business unit of DSM Resins. Jos Schneiders, 47, has been appointed director of the DSM Industrial Resins & Compounds business group, Zwolle, Netherlands. He is currently director of mergers and acquisitions and technology at DSM's corporate planning and development department. John Proel, 52, the current director of the Industrial Resins & Compounds business unit, has been appointed director of manufacturing excellence as well as operational excellence coordinator. *People on the Move is edited by Lisa Wood. Phone 00 44 171 873 3605.*

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# Just what the provincial doctor ordered

William Packer enjoys Dr Gachet's collection of Impressionists and loyal copies

**Dr Gachet's** is a familiar image in the canon of early modern art, the half-length figure of the Van Gogh portrait, a man of a certain age, reddish hair and wistful expression, in white boating cap and blue coat, whose head rests heavily upon his fist. But he is perhaps less familiar in his actual life, the provincial doctor who just happened to be the friend of greater men. If he is indeed remembered in any particular way, it is for the friendship he struck up with Van Gogh in the fatal summer of 1890, whom he treated in his last agony and drew on his death-bed in a rapid sketch.

But other artists had passed through Auvers-sur-Oise, the small town north of Paris where he lived, and he had been a collector and amateur of art all his life. It was a collection, however, that he kept to himself. His wife had died in 1875, and in his later years he grew increasingly reclusive, a tendency that clearly ran in the family, for after his death in 1909 his son, Paul, with no profession of his own, seems to have all but shut himself up in the house to cherish and protect the memory of his father and the artists he had known. In 1948, a childless and lonely widower, he gave Van Gogh's self-portrait and the portrait of his father to the national museums, followed two years later by a second, more comprehensive gift, that included several Cézanne along with works by Monet, Sisley, Pissarro, Guillaumin and Renoir, and with the great Van Gogh of

the Church at Auvers thrown in at a bargain price. Finally, a further gift was made in 1954, that included five more Van Goghs. He died in 1962 at 88.

Not unnaturally, along with the general excitement at such splendid things coming to light at last, certain questions began to be asked. The doctor himself was known to have painted on his own account (signing himself Paul van Ryssel after the Flemish for his native town) and tried his

**When is a copy a homage to a master, and when an intentional deception?**

hand at etching and engraving. He copied works in the collection and set his son to the same task. A local girl, Blanche Derouesse, was also set to copying, but working for the most part on a small scale in watercolour.

So when is a copy a useful and instructive exercise, a homage to a master, or an intentional deception? The public loves the idea of a fake embarrassing the experts, even while sucking in its cheeks in horror at the very idea and the authenticity of the Gachet pictures is regularly questioned. The small study exhibition now at the Grand Palais looks at the matter yet again, critically, aesthetically, histori-

cally and technically, if only to lay it finally to rest.

Paul Gachet was born at Lille in 1828. He went to Paris to study medicine in 1848, where he remained in touch with a childhood friend, the painter Armand Gautier, whose full-length image of the young doctor, stiff and smart in his 1860s dress clothes, opened the show. Gautier introduced him into the Parisian art world of the Second Empire, victim of the ancient sympathy of medicine for the arts. After the siege of Paris and the fall of the empire, which he welcomed, he moved out of Paris, buying the house at Auvers in 1872. And there, in the great loop of the Seine and the valley of the Oise, he was perfectly placed to welcome the young painters drawn out of Paris by the light and landscape.

In the 1870s Pissarro, Guillaumin and Cézanne especially became particular friends. Artists get ill like everyone else and are notorious hypochondriacs, with payment in kind for services rendered often the easier transaction. Thus the doctor's collection grew, and while particular works are not necessarily spectacular, they are generally well chosen - the misty Guillaumin riverscape with barges, and the reclining nude; the Monet bowl of chrysanthemums; the pink Pissarro house in the snow; the fresh little Cézanne still-life of green apples, and the cottages at Auvers crossroads.

It is only with Van Gogh, and the special circumstances of those last 10 weeks of brilliant, frantic, ultimately tragic effort, that the spectacular masterpieces pile up - the church, the portraits, the garden - and with them the problems.

Set out here, however,

they hardly seem like problems. Dr Gachet's own work as painter is worthy but pedestrian, the graphic work if anything a little stronger. There is no evident originality, nor even independence, but only a humble interest in following his betters. The possibility that there could ever be confusion between his hand and those of his artist friends is remote. And as with the father, so with the son.

The distinction between the worthy copy and the fake is clear enough. For, rather more than the mere image, the fake must reproduce not just line and colour but the very touch of the brush and the substance of the paint, the characteristic pull and spread of the pigment and the trace of the brush. When even artists themselves can never repeat their work exactly, the merely adequate fake requires rather more subtlety and finesse certainly than the Gachets, père et fils, ever possessed. The show celebrates their luck and their loyalty in their friends, the remarkable originals, copies galore, but no fakes.

**Doctor Gachet - Friend of Cézanne and Van Gogh: Grand Palais, Paris 8, until April 26, then on to the Metropolitan Museum, New York, and the Van Gogh Museum, Amsterdam.**

For a friend: Van Gogh's 'Mademoiselle Gachet au Piano' shows the bond between artist and doctor



## LONDON MOZART PLAYERS Shades of 'Psycho'

The London Mozart Players celebrated their 50th anniversary last Thursday at the Royal Festival Hall. Mostly Mozart, of course: the 28th and 29th symphonies, the Concerto for Flute and Harp, and three concert arias. The latter were charmingly sung by the soprano Barbara Hendricks, and the concert was conducted by Matthias Beimert, the LMP's music director, under whom they have consolidated their international reputation. The symphonies were spotlessly played, and James Galway and Marisa Robles appeared together yet again in the concerto, amiable and serenely adept.

Amid all this easily digested Mozart, John Woolrich's new Concerto for Orchestra - commissioned for the occasion - sat oddly. It came in a single 18-minute-long movement, alternating between "loud, fast and raucous music" and "introspective corners". Woolrich's concerto doesn't aim to spotlight first-chair orchestral soloists, only to display "the virtuosity of a large group playing as one".

But Woolrich left his piece modestly under-described. In fact it's a tight neo-Classical sonata movement on the Schubertian model, with an exposition, a re-exposition that takes a new turn into the development, a central peroration in which both the "raucous" and the "introspective" material are combined, and a recapitulation with a brief, drained coda for *pp* woodwinds.

Intricate and yet transparent; original and bizarre. The dominant motif of the "raucous" sections is just a sequence of stabbing repeated notes (it reminded our arts editor of Bernard Herrmann's shower-music for *Psycho*), always preceded and followed by a chromatic flourish. The flourishes blossom elaborately in the repeated exposition and the recapitulation.

In the leanly scored "introspective corners", a few instruments at a time linn overlapping two- and three-note phrases, creating dusky harmonies. As one section succeeds another, furious chromatic scales are added; they scream upward to announce the "peroration", where the stabbing motif goes double-time under the declamatory phrases at half-speed. That, and the enriched recapitulation, will surely reveal a pungent *Afekt* on further acquaintance.

We scarcely felt the highs and lows in this temperate performance. Perhaps the trouble lay in the genteel noise which is all the LMP can make in this large hall; but perhaps it was Woolrich who found himself needing violent extremes when the terms of the commission restricted him to a Mozartean orchestra - no heavy brass, no percussion beyond timpani. In crude modern terms, we needed to hear a lot of it much *louder*.

**David Murray**

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## Wrong route to the Holy Grail

Andrew Clark admires the music but finds the ENO's nihilistic 'Parsifal' lacks theatrical bite

Anyone with hang-ups about Wagner in general, and *Parsifal* in particular, is going to love English National Opera's new production. Nikolaus Lehnhoff's staging, conducted by Mark Elder, removes all the religious symbols, takes an unsanctimonious view of the music, and saves its most telling image for the end: Kundry, followed by *Parsifal*, leads the Knights of the Grail along a railway track that disappears off-stage. To the future? To a new society? The message seems to be that there is no Holy Grail. No one reaches their destination; life just goes on. The path is the goal; what is important is to continue travelling.

This is a nihilistic *Parsifal*. The sheer breadth of Lehnhoff's reference points saves it from becoming shallow, and the standard of casting and conducting is from ENO's top drawer. But apart from that final scene, the production is desperately short of theatrical bite. Lehnhoff's ideas about the piece have not translated well to the stage. He has replaced all the traditional iconography with a new set of icons, which prove less effective and even more confusing. That is why, for those like myself who believe in the work's luminous glow, Saturday's first night at the London Coliseum was so disappointing.

In keeping with Lehnhoff's description of *Parsifal* as a "science fiction fable", his designers, Raimund Bauer and Andrea Schmidt-Füller, opt for a fantasy style, mixing the futuristic and the medieval. But the fantasy refuses to take off because much of the symbolic baggage is of the heavy Teutonic variety. The concrete cavern in the opening scene, for example, is shorthand for Gurnemanz's bunker mentality: the giant meteorite represents the impending impact of a natural force, namely the "innocent fool".

As in his Royal Opera production of *Palestrina*, the metaphysical/spiritual dimension proves elusive. This has nothing to do with the lack of rite or ritual in the Grail scenes, where Lehnhoff demonstrates the idea of a defunct, introspective society. No, the litmus test for any *Parsifal* is the Act 1 transformation scene, which should give the audience a sense of dislodged travel through time and space, and the Act 3

Good Friday scene. In each, the sterile glare of this production left me cold.

Elder and his cast do their best to breathe life and soul into Lehnhoff's concept. Kim Begley is as fine a *Parsifal* as I have heard: the tone is unfailingly heroic, and you will travel far to find a tenor who can act so naturally and yet so intelligently. He meets his match in Kathryn Harries' Kundry: she has the height and presence to dominate the stage, and despite the bad-hair-day wig, she makes the most of her opportunities - animal-like in Act 1, vampish in Act 2, shell-shocked in Act 3. Harries has never sounded better: a virtuoso performance.

What grates is not so much the stylised imagery as the lack of bite.

**Lehnhoff has replaced traditional iconography with a new set of icons which prove even more confusing**

list jumble, more the dramaturgical inconsistency. We're left wondering if the Grail is a mode of behaviour or a column of light. If the Flowermaiden are insect-eating plants, why does Kundry herself resemble an insect, casting off layers of skin to attract her victims? Ideas that should have worked - such as Lehnhoff's description of the Grail as a classic "elbow society" - are left unexplored.

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list jumble, more the dramaturgical inconsistency. We're left wondering if the Grail is a mode of behaviour or a column of light. If the Flowermaiden are insect-eating plants, why does Kundry herself resemble an insect, casting off layers of skin to attract her victims? Ideas that should have worked - such as Lehnhoff's description of the Grail as a classic "elbow society" - are left unexplored.

As in his Royal Opera production of *Palestrina*, the metaphysical/spiritual dimension proves elusive. This has nothing to do with the lack of rite or ritual in the Grail scenes, where Lehnhoff demonstrates the idea of a defunct, introspective society. No, the litmus test for any *Parsifal* is the Act 1 transformation scene, which should give the audience a sense of dislodged travel through time and space, and the Act 3

Good Friday scene. In each, the sterile glare of this production left me cold.

Elder and his cast do their best to breathe life and soul into Lehnhoff's concept. Kim Begley is as fine a *Parsifal* as I have heard: the tone is unfailingly heroic, and you will travel far to find a tenor who can act so naturally and yet so intelligently. He meets his match in Kathryn Harries' Kundry: she has the height and presence to dominate the stage, and despite the bad-hair-day wig, she makes the most of her opportunities - animal-like in Act 1, vampish in Act 2, shell-shocked in Act 3. Harries has never sounded better: a virtuoso performance.

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## COMMENT &amp; ANALYSIS



PETER MARTIN

## Invest in new habits

Fund managers should move towards absolute performance measures and away from a geographical spread of assets

It is time for investment managers to dump two powerful habits of mind: relative performance measurement and geographical asset allocation. Both have outlived their usefulness.

This strikes at the heart of the investment process in the big institutions that dominate global stock markets. A shift in thinking here could have profound implications for individual shares. Over recent decades, fund performance has come to be measured not in absolute numbers (up 10 per cent, down 5 per cent), but in relative terms. Managers are judged on how much they outperform another yardstick, such as a stock market index.

So a year in which the fund loses money can still be a triumph if that loss was less than the overall average. Conversely, a year with strong performance can still be a bad one for the manager if the market as a whole did better.

This might seem a sensible approach. After all, managers deserve only faint praise if they have merely piggy-backed on the market as a whole. But though managers may be in some sort of competitive game, the ultimate beneficiaries – pension fund members or insurance policyholders – are not. They are looking for absolute performance.

In the UK, the fetish is taken to extremes: the yardstick against which pension fund managers are measured is the performance of other big pension funds. So even if the fund loses money over the year, and even if it does worse than the overall market, the fund managers are still heroes if they beat their peers.

It is perhaps not surprising that these two

versions of benchmarking have come into vogue during a two-decade bull market. If the underlying trend in the market as a whole is upwards, then what counts is the relative performance achieved by selecting those that are doing best and avoiding those that are doing worst. With relative outperformance achieved, growth in value is assured.

The first calls for absolute targets are coming from investors in Asia. Some of them are telling investment managers that they want to achieve a specific numerical return, regardless of what the overall market is doing. In regional markets that have swung so abruptly in the past 18 months, a steady if unambitious absolute return suddenly looks more attractive.

If developed-country stock markets are about to enter a period in which they will not benefit from the steady upwards march of the past two decades, absolute performance targets will make a comeback there.

Relative benchmarks need



But they are most helpful as supplementary measures, to be used as a check once performance against absolute returns has been assessed.

The task of setting absolute targets is itself an educational process. How much of a return can one reasonably expect from equities in a developed economy over the long run? How much risk is associated with any given level of absolute return? How much is acceptable? Pension fund trustees or other investors would benefit from discussing these issues.

A similar helpful dialogue

would follow the dumping of geographical asset allocation. Within the euro-zone, this has been called into question by the creation of a single currency. But really, it is questionable

whether these issues

have been irrelevant.

A portfolio built around

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There are – at last – signs

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indices, is considering

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presence.

More important than any

of these tentative steps,

however, would be a leap of

faith on the part of pension

funds and insurers: towards

absolute performance

standards and away from

geographical asset

allocation. At the very least,

a debate on these issues

would tear away the

intellectual straightjacket

in which institutional investors

have confined themselves.

*peter.martin@ft.com*

international companies have global exposure. True, they are ultimately subject to their home country tax laws and corporate governance rules. But these are weak foundations on which to base a theory of asset-allocation that assumes big differences between countries – especially as tax and governance rules are converging.

Suppose that investment funds had divided the global universe of stocks not by country but by size and quality. They would have looked for big international companies with strong market franchises and internal competitive advantages. The home base of these companies would have been irrelevant.

A portfolio built around this approach would have avoided European investors' biggest structural mistake of the 1990s, their underexposure to Wall Street.

Since so many of the world's strongest companies are American, they would naturally have formed a substantial portion of a genuinely international investor's portfolio. This approach would also have focused the funds on those Japanese companies with the strongest global market positions, which have best survived the Tokyo market's slide.

There are – at last – signs that investment banks and index setters are starting to recognise this issue. Morgan Stanley Dean Witter now produces a regular survey of companies around the world that have achieved a sustainable competitive advantage. And FTSE International, which manages UK and European indices, is considering constructing an index of companies with global presence.

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*peter.martin@ft.com*

## COMMENTS

## Letters to the editor

## Luxury car logic scores top marks

From Mr Andrew Campbell.

Sir, I teach a case on the European luxury car industry and Peter Martin's analysis of BMW's plight would be awarded my top marks ("Cut to the core", February 9). If you apply his logic – defend the luxury niche or build a competitive platform strategy – to other situations in the industry, you can conclude:

■ The Chrysler/Mercedes merger is misguided. Mercedes has too many platforms on its own and there is little appetite for rational-

ising platforms across the two companies. The merger will, therefore, serve only to take Mercedes' eye further off the luxury ball.

■ VW is likely to be the long-term winner in the mass market because of its uncompromising platform strategy across multiple brands: VW, Audi, Skoda, Seat. Whatever BMW chooses to do, Rover's position in its portfolio needs to change.

■ VW, with Audi, may even win the luxury battle as well. If Mercedes and BMW

continues to dither between a luxury focus and an aggressive platform strategy, VW may be able to use its cost advantage to position Audi as a better value luxury brand and snatch enough market share to make a focused strategy at the luxury end untenable.

Andrew Campbell,  
director,  
Ashridge Strategic  
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17 Portland Place,  
London WIN 5AF,  
UK

## No one will stop the bully

From Mr Martin Batchelor.

Sir, Spain has imposed ultra strict controls at its frontier with Gibraltar, at a time when we are trying to unite Europe, not wage war against each other. This is an attempt by Spain to destroy Gibraltar's tourist industry, which it needs to survive, and to make life difficult for the thousands of citizens who need to commute across the frontier daily. We have never harmed Spain, yet we are imprisoned here and no one seems to want to help; perhaps because we are so small we are considered insignificant?

In everyday life, if a child is bullied, he can seek out an adult to sort out that bully. Gibraltar has pleaded to the adults, Britain and the European Council, to help sort out the bully, but they appear unable to help. Why do they let Spain get away with its victimisation of its little neighbour?

Martin Batchelor,  
P.O. Box 652,  
Gibraltar

## War of the press release undermining WTO

From Prof Gavin McFarlane.

Sir, If the World Trade Organisation and its new dispute settlement forum is currently under threat, this is largely due to the inflammatory and exaggerated comments that continue to be made by parties to disputes while they are in progress. This failing has been particularly true during the EU-US banana case, where trade representatives at the highest level in both Brussels

and Washington have

indulged in a war of press releases and official statements that has had the effect of undermining the authority of the WTO.

When the next trade round starts its deliberations, the Dispute Settlement Understanding should be expanded to include the sub judice principle, in order to prevent what amounts to contempt of court by litigants. For its part, the WTO should

tighten up its own procedures to ensure that experts adjudicating on its dispute panels are entirely above any suggestion of the kind of involvement with interested parties that recently afflicted Britain's House of Lords.

Gavin McFarlane,  
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## Governed by traffic wardens wrapped up in parking tickets

From C.T. Sentance.

Sir, With reference to Philip Stephens' article "End of leadership" (February 12); may I suggest a reason? When governments reduce their interference in small matters, maybe things will change; in other words, dream on.

C.T. Sentance,  
Robins Croft,  
St Jades,  
Ramsey,  
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If he is well aware of the mark in blaming this indifference on the selfishness of the western middle-classes who allegedly will not vote for radical solutions – which in fact are scarcely allowed even to be discussed, even in the FT.

If we are seeking to explain the failure to find the resources needed to meet the needs of the former Communist world (referred to by Mr Stephens) – not to mention the collapsing Third World – despite the massive amounts of capital available globally, we need surely look no further than the unaccountable corporate inter-

ests that control this capital and also effectively determine the agenda of all the mainstream political parties – yes, and the media too. Until we can find leaders with the courage to try to force the breaking of this corrupt stranglehold on our supposedly democratic political process, the slide to catastrophe so commendably noted by Mr Stephens will continue.

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UK

## PERSONAL VIEW DAVID LASCELLES

## The future of the City

London must clarify its goals if it is to fend off competition from Frankfurt and Paris

The City of London is in a fix. For the first time in its long and successful history as a financial centre, it faces competition. And well-organised competition it is too.

Paris and Frankfurt, its main rivals, have launched ambitious, centrally directed campaigns to exploit the business opportunities created by the euro. In Paris, for example, a promotion campaign has the backing of all the big banks, the stock exchange, the Banque de France, the city authorities and virtually all the French financial community. Its chairman is Marc Vézot, the head of Société Générale and France's top banker. The organisation, Paris Europlace, has an annual budget of £120m to spend on road shows, publicity, grand dinners at Versailles, and whatever else it thinks will lure in foreign business.

Significantly for France, this is a private sector initiative: the French state is not directly involved, recognising that its presence may not be a plus in trying to attract foreign, particularly American, banks. None the less, the French treasury has played a big role in encouraging the liberalisation of France's financial markets, and ensuring that the government bond market is open and well managed.

In Frankfurt, a very similar organisation, Finanzplatz Deutschland, runs Germany's promotion campaign under the direction of Mr Rolf Breuer, chairman of Deutsche Bank. Again, virtually the entire financial community is behind it, including the Bundesbank. Turn to London, and what do you see? A loose alliance of the Bank of England, the City Corporation, British Insurers, London First, and various other groups all trying to promote the City, but without clear leadership or a common sense of direction.

Two quick comments in parentheses. Despite the apparent lack of order, this alliance does an extraordinarily good job with relatively slender resources. Bankers in Frankfurt and Paris talk admiringly of the "cohesiveness" of the City.

Its strong instincts and pragmatism. Also, if the group has a leader, it is the Bank of England, which has probably done more to prepare Europe for the euro than any other central bank. But neither of these points removes the basic problem for the City, which is that it faces monolithic competition, without being able to be monolithic itself. It would be simplistic to suggest that the City could create a Paris or Frankfurt-style booster organisation. It is a far bigger and more complex place than its European rivals.

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At another level, how can the City be expected to represent the interests of the City in the growing number of Brussels-based forums, when the City itself is unable to articulate its goals?

If the answer is not to create a monolithic body, much can still be done to provide a clearer sense of where the City's interests lie so that its many constituencies can march more closely in step, and anticipate rather respond to events. This calls for a more vigorous public debate to clarify the issues. Here are some suggestions.

1. What should the City's aims be? Is it to have the most "bums on seats" or should it go after quality

its strong instincts and pragmatism. Also, if the group has a leader, it is the Bank of England, which has probably done more to prepare Europe for the euro than any other central bank.

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EDITOR

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ASSETTIS

## FINANCIAL TIMES

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Tuesday February 16 1999

## Stitching up designer genes

Those disposed to scare the public with monsters have found a new one: Frankenstein food. Except that it is not new: genetically modified plants have been around for a decade and a half. They have been extensively tested; they are grown in more than 30m hectares of the Americas and south-east Asia; and the products are widely consumed without, seems, any ill effects.

So what is the problem? A group of scientists has refocused attention on a UK research finding that a diet of genetically modified potatoes can damage rats. The Rowett Research Institute in Aberdeen, where the study was conducted, had earlier disowned the results, but a few experts now say they could have implications for human consumption of GM crops, such as maize.

An unenviable combination of scaremongers, 'green' activists and rightwing politicians have jumped on the bandwagon to back calls for a moratorium in the experimental planting of crops in the UK. The government is right to resist them, but it is right also to endorse EU rules for clearer labelling of products. GM crops are not yet grown commercially in the UK, but there is every reason to continue with experiments. For if such crops can harm the environment, the sooner we have data from controlled experiments the better.

## Open skies

Signs that the US and the UK are ready to agree an "open skies" accord are to be welcomed, mainly because this could help open the door to a transatlantic open skies agreement between the US and the EU. The airline industry should be run to best serve passengers. Too often governments call the shots, allocating the seats at the front to the supposed interests of national carriers, and bumping the consumer interest into steerage.

Negotiations on a US-UK open skies agreement, which start this week, will be a long and difficult process. The US stalled out of negotiations last October. Senators – including Jesse Helms, chairman of the Senate foreign relations committee – would like to scupper this renewed attempt.

Beyond politics, a phased liberalisation of UK aviation also raises difficult technical issues.

Regardless of restrictions, US airlines will have to understand that Heathrow – the world's busiest international airport – is full. They cannot simply demand slots at the best times, any more than Virgin or British Midland can. Allocating slots through deals and negotiations is clearly inefficient, and favours incumbents unfairly. Slots should be open to trade, something the European Commission seems strangely unwilling to countenance.

However, if these difficulties can be overcome, a US-UK agreement could pave the way to free

## Chinese laws

The row between Beijing and Hong Kong over the rights of mainland Chinese to emigrate to the former British colony is of vital constitutional importance. It concerns the interpretation of the two very different legal systems operating in mainland China and in Hong Kong, and therefore the maintenance of the "one country, two systems" arrangement under which the territory reverted to China in 1997. Both sides need to act carefully to preserve the sanctity of that deal.

The problem is that Hong Kong's Court of Final Appeal, established after lengthy negotiations between Britain and China as the territory's supreme legal arbiter, has boldly asserted its jurisdiction, and its right to interpret the Basic Law, the post-handover constitution. The court decided that children from the mainland had the right to stay in Hong Kong if one parent was a permanent resident, even if they did not have a Chinese exit permit. In effect, the judges insisted that they had the right to interpret, and if necessary overturn, mainland laws where they conflicted with the Basic Law.

Beijing has reacted with anger, declaring that the decision itself was in violation of the Basic Law, that the Hong Kong court was setting itself above Beijing's own National People's Congress, and calling for the judgment to be reversed. But that is an over-reaction that could prove counterproductive, and seriously damage confidence in the judicial independence of Hong Kong, which underpins its status as an international financial centre.

The decision of the Hong Kong court is unlikely to be popular in the overcrowded territory, and is certainly not what the Hong Kong government expected. Estimates of the number of new immigrants vary between 30,000 and 400,000; although the latter figure looks exaggerated, but that is not the point. The court decided unconvincingly on its interpretation of the law. If Beijing, or Tung Chee-hwa, Hong Kong's chief executive, now seeks to interfere, it would be a devastating blow to the independence of the judiciary.

Neither side can afford to lose face, which makes a compromise more difficult. After 19 months of correctly and scrupulously keeping its distance, Beijing has seen fit to attack the judgment as an infringement of its sovereignty. Rather, it suggests a misunderstanding of Hong Kong's legal system. The Hong Kong government also seems to have been taken by surprise.

It should not be impossible for

the latter to put the judgment into effect, but keep relatively strict administrative controls on the inflow of immigrants. As for Beijing, it must recognise that maintaining confidence in Hong Kong, and maintaining confidence in China, are two sides of the same coin.

Just in case anyone thought New Zealand prime minister Jenny

## COMMENT &amp; ANALYSIS

## Trigger-happy justice

Patti Waldmeir argues that the US legal system is being asked to solve political and social disputes that would be better addressed by other means

Are Americans relying too much on the judiciary to solve problems that the political system or society as a whole could handle more efficiently, more wisely, and more fairly? That question has been raised by a host of legal decisions in the past week. They range from multi-million dollar cases brought by city governments against gun manufacturers to class-action lawsuits brought by stranded airline passengers. Even the Clinton trial focused on the issue of the rule of law.

Again and again, Republican prosecutors thrust forward the phrase "the rule of law" as a kind of rhetorical fetish. Day after day, they battled to defend the principle that no man is above the said law (and that none should be allowed to fly beneath its radar). In the end, their case succumbed to its very triviality. And the rule of law emerged from temporary exile in the land of the rule of law.

But how did the sanctified principle of American democracy get involved in this sordid business in the first place? Is it just another example of America's cultural fondness for litigation? Partially, yes: for 200 years, matters of sex and politics were kept in a locked strongbox marked "private conduct". Now the law has broken that box open.

But lawyers only got a foothold in the Clinton matter because politicians had failed to keep the law at a distance. Unable to solve what was basically a political problem between Congress and the president, the Republican leaders turned themselves into prosecutors and the Senate into a court room. Other recent cases – for example, the handgun suits – show the same tendency to bring in the law where other means of settlement have been blocked.

All this has disturbed the delicate institutional balance at the heart of American life: between the legislature, executive, and judiciary – and more broadly between the law, politics and society as a whole.

In the Clinton case, the verdict has partially restored that balance by returning the rule of law, however temporarily, to its proper pedestal in the matter of sex and politics. But the larger question remains: have the courts been forced to step in because politics has failed to solve the policy problems of the 21st century? Should 12 randomly selected citizens and a judge create public policy for a nation?

These are not new questions: America's institutional balance is constantly shifting, and each shift provokes a battle between those who favour a greater role for courts in society, and those who would limit judicial policymaking.

But even as the Clinton trial wound down to acquittal, the law was busy trying to annex new territory. Consider the following items, from the past week alone:

- Several US cities are suing gun manufacturers to recover public money spent treating gunshot victims, the cost of law enforcement, and even the drop in property values in black and Hispanic inner-city areas, where violence is rife.

In California, a three pack-a-day smoker was awarded \$51.5m from tobacco manufacturers who were found to have concealed information about the health effects of smoking.

• Airline passengers, stranded



for hours on the tarmac at Detroit airport during a snowstorm, have brought a class-action suit against Northwest Airlines for "false imprisonment".

• Every day brings new sexual harassment lawsuits, as the courts extend their reach further into the workplace. Critics say

they want to litigate civility at the water cooler and a kinder, gentler workplace. Supporters

turning to the law to solve a range of problems – social, political, even economic – through litigation. Why are they doing this, and what might the consequences be?

Robert Reich, former Clinton secretary of labor, argues that this is all the consequence of the retreat of "big government":

America is litigating where it has failed to regulate: guns, tobacco, sweatshops, even high-tech industries such as Microsoft.

In a better world, conservative scholars argue, legislatures would legislate and government would regulate the big public policy issues of the day. Cities would solve their drugs, violence, and social problems without recourse to lawsuits which do little for the underlying problem.

Employers would foster a corporate culture where discrimination is punished, without having to endure a judicially imposed civil rights code. And the market would punish any airline that strands its passengers on the tarmac.

But industry has only itself to blame. The road to more democratic policy-making is blocked, Mr Reich argues, by industry lobbyists who have enormous power over the political system. The result is that the political process is frozen and people take to the courts instead. "That seems to be why these problems are being litigated," he says.

And this is costly. "Regulation through litigation" is inefficient and by its nature cannot assess the collective public good rather than the interests of the individual. But some regulation is better than none, he argues.

That is the logic which underlies many of these cases, especially guns and tobacco: "The legislatures were reflecting not the will of the people, but the will of

the gun lobby."

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the gun lobby," says Jon Lowy, a lawyer with the Center for the Prevention of Handgun Violence, which is co-counsel in two of the gun suits. "But the political influence of an industry has no bearing in the courts." Hence the recourse to the courts.

The politics of the judge, though, can have a big impact: if he decides to tackle tough social problems, he can single-handedly shape public policy. Jack Weinstein, the Brooklyn judge who presided over a private lawsuit decided last week against gun

the gun lobby."

Whatever happens in the end to guns, tobacco, sex harassment and airline discomfort, the institutional balance of power will no doubt right itself. Not even a country that litigates issues such as the temperature of coffee and jokes in the workplace can defeat the democratic design.

## OBSERVER

## Sisterly love, Schrempp style

Ex-sister-in-laws, who needs them? DaimlerChrysler

co-chairman Jürgen Schrempp may know the answer. He's the subject of an open letter published in a local paper in Baden-Württemberg, chiding him for planning to pay half his income taxes in the US rather than Germany.

There's nothing illegal about it – and it makes financial sense: top rate tax in Germany is 56 per cent compared with 47.1 per cent in Detroit, home of Chrysler. But Schrempp might think again after reading the letter from his former sister-in-law Gerlinde.

"Dear Jürgen," she writes politely as she switches on the ignition. "I don't begrudge you 20 million." But then Gerlinde, once married to Schrempp's brother Günter, starts to rev up. "Isn't it possible to pay one's taxes in an orderly manner? With what's left, don't you still come out with 9 or 10 million?" By the end of the letter, she's in fifth gear. "Forgive me if I remind you of your dear, honourable father. If he were still alive, he would be ashamed of you." Maybe time for Schrempp to go into reverse?

## Ruth aboard

Just in case anyone thought New Zealand prime minister Jenny

Shipley's government has been getting ideologically soft towards the end of its third electoral term, she's appointed Ruth Richardson to the Reserve Bank board.

Richardson, an old friend, was supported by Shipley after she became finance minister in 1992 and went on to launch a breathtaking range of new social, health and other initiatives in her "mother of all budgets".

A supporter of the Reserve Bank Act, which gave the government independence from the government, Richardson also had a hand in the Fiscal Responsibility Act that requires the Treasury to give regular updates on the state of the economy. But she was eventually sacked as finance minister and resigned from parliament. Since then, she's done well advising Third World governments on economic reform.

Richardson becomes a director of the Reserve Bank at a time when its monetary policy and the accuracy of its forecasting has been criticised. As a director, she has to advise the government on the performance of the Bank and its governor – a role that long-serving governor Don Brash might be nervous about. Given her reputation for being tough minded and inflexible things could get interesting.

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serving governor Don Brash

might be nervous about. Given her reputation for being tough minded and inflexible things could get interesting.

## No porridge

Jailed currency trader Robert Young obviously has a way with

words. The man imprisoned for his role in the "Cartrade affair" – clients were left claiming they'd lost £1.6m – has been exercising his influence over inmates in Jersey's La Moye prison.

Nearly 80 prisoners in the cliff-top penitentiary have just ended a 24-hour hunger strike in support of the convicted

fraudster – who's on his ninth day without food. Young confesses to be "deeply moved by this symbol of solidarity" and reckons no one could help but be "profoundly affected by such a simple and dignified demand, for right".

Young lost an appeal against sentence last month and now wants to take his case to the European Court of Human Rights, claiming an unfair trial and "less than human" treatment. In the meantime, he's turned from currency trading to producing a daily "Letter from La Moye".

In one, he likened himself to the "spiky bits" on a hedgehog and in another he quoted from Robert Burns and reflected on his childhood home.

## Fair cops

Malaysia is polishing up its police force. It's sending 11,000 police officers on a public relations course that will then be extended to the rank-and-file.

The image of the force has been undermined by several high-profile incidents, not the

least of which was the beating of Anwar Ibrahim, the sacked deputy prime minister, while enjoying the security of police custody.

A month-long investigation found the police were to blame, despite prime minister Mahathir Mohamad's early suggestion that Mr Anwar's black eye and bruises might well have been self-inflicted.

Abdul Rahim Noor, the head of the police, resigned after the affair but no individual was found responsible, forcing a second investigation. "Although the force's image has been dented, we are determined to serve the people to the best of our ability," says inspector-general of police Norian Mai in announcing the image-building courses. While that should come as good news for most Malaysians, maybe it's a bit late for Anwar.

## Bear market

Folks at consumer goods group Unilever have been getting grizzly. The cuddly Snuggle bear character used to flag fabric conditioner in the US has been in the wars – and Unilever has had to step in to protect him. The Anglo-Dutch group has got an injunction against a video game maker, 3DO, stopping it using Snuggle bear in one of its adverts. A shocked Unilever official says the ad showed the poor old bear being beaten up. Bear-faced cheek.

manufacturers, has a reputation for "stretching the law beyond the breaking point to squeeze complex social problems into his... courtroom," writes the National Law Journal.

But his jury agonised over the questions raised by the case. Could gun makers be held collectively liable for acts of violence, without knowing which gun was used in a particular incident? What about the free will of the individual shooter? Are gun makers too far back along the chain of causation to be found the "proximate cause" of violence?

Under enormous stress, the jury issued a confusing verdict: nine of the 25 targeted gun makers were collectively liable because their marketing and distribution practices fostered illegal gun trafficking out of states with weak gun laws and into those with strict ones, such as New York. Yet the jury awarded damages to only one of the victims. Plaintiffs claimed victory but legal scholars said the verdict might not survive, either because the judge refuses to uphold it, or because it is reversed on appeal. Either way, the other suits will continue. Professor Steven Crowley, a tort law expert at the University of Michigan law school, welcomes the trend to use the tort system because it shifts the cost of violence toward the gun user. Huge awards against gun manufacturers will be passed straight through to the price, he argues. "That way the price I pay will reflect the full costs to society that my gun poses."

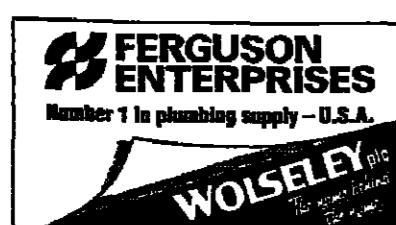
Sexual harassment lawsuits will continue to multiply as lower courts help define a "hostile work environment", the new test of workplace discrimination. And under the doctrine "get your due or sue", Northwest passengers will claim damages for tarmac suffering. At the same time, critics will complain that the goal of all these suits is too vast, tantamount to litigating a right to fairness, in the workplace, in life itself.

Professor Cass Sunstein, constitutional law expert at the University of Chicago law school, argues that where social issues like sexual harassment and guns are already under vigorous public debate, "we should not use ordinary tort law to displace those discussions." In his new book, *One Case at a Time: Judicial Minimalism on the Supreme Court* (Harvard University Press), he points out that whatever is happening at lower levels of the judiciary, the highest court has chosen not to try to settle big social questions in the courtroom, preferring instead private public debate.

The tug-of-war between the law and politics is as old as the country, an integral part of a healthy democracy. And from Georgia last week comes a sign of a new battle after Atlanta filed a gun suit, the state of Georgia legislature – where gun manufacturers have enormous political clout – rushed through a law which, according to Mr. Lowy, the anti-gun lobbyist, would mean that "product liability laws would apply to all products in Georgia EXCEPT guns".

Whatever happens in the end to guns, tobacco, sex harassment and airline discomfort, the institutional balance of power will no doubt right itself. Not even a country that litigates issues such as the temperature of coffee and jokes in the workplace can defeat the democratic design.

## 50 years ago



# FINANCIAL TIMES

TUESDAY FEBRUARY 16 1999

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## THE LEX COLUMN

### Electric alliance

Years of cut-throat competition are starting to transform the commercial aerospace business. Traditionally, the aircraft makers Boeing and Airbus prefer each of the big three engine suppliers to build an engine for every model. It offers the airlines maximum choice and lower costs, as Pratt & Whitney, General Electric and Rolls-Royce fight for the order. In these straitened times, however, exclusive deals are coming into vogue. The latest appears to be a pact for Boeing to offer GE's GEnx powerplant as the only engine for a new long-range version of its 777 twin-jet.

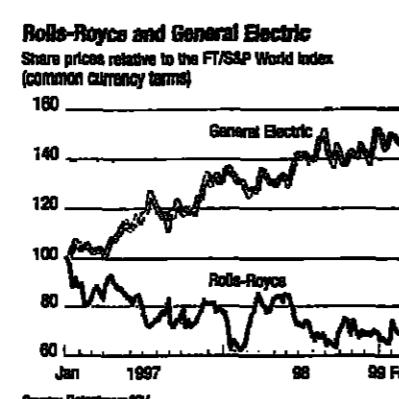
Troubled Boeing clearly benefits. Its mainstay, the 747 jumbo, is ageing and losing market share to Airbus's A340. A slide the 777 has failed to halt. A big, long-range version should help. But volumes for this aircraft will be relatively small, so GE will insist on being monopoly supplier in return for spending \$500m to develop a more powerful version of the GEnx. For GE this is a *volee-fave*. After only moderate success with the GEnx, it has in recent years de-emphasised lower-margin new engine development and focused on repair services and leasing.

The loser from such a deal would be Rolls-Royce. Granted, Rolls has done very well out of its own exclusive alliance with Airbus on the A340. But the notion of two US giants such as Boeing and GE teaming up cannot be comfortable either for the UK group, or for airlines.

#### Hoechst/Rhone-Poulenc

How should investors, keen to increase exposure to the life-sciences sector, play Aventis? This is the business forged from the merger of Hoechst and Rhone-Poulenc. But as it will take another three years to emerge as a pure pharmaceuticals and agrochemicals company, today's investors have to choose between either parent company. On balance, they should pick Hoechst.

The recent recovery in Hoechst shares may have cut their discount relative to Rhone-Poulenc. But investor appetite for Hoechst is still held back by the sheer complexity of the two-step merger. In total, Hoechst has to sell or demerge interests in nearly 10 chemical businesses. It will be a Herculean task: battling against



Ireland. Last year the group delivered 227 aircraft. It has orders for a further 328 and aerospace now accounts for half its sales and three-quarters of its profits.

Not surprisingly, this success is attracting competition. Airbus plans to produce a 10-seater and Brazil's Embraer announced last week it would spend \$700m to build 70- and 90-seat regional jets. Meanwhile, Brazil and Canada are locked in a nasty fight that comes before the World Trade Organisation this week, with each accusing the other of unfairly subsidising their aircraft maker. Even so, given the prospect of 15-20 per cent profits growth for the next few years, the shares – even at 21 times forecast 1999 earnings – still look attractive.

#### Greennalls/Whitbread

The deal-hungry UK leisure sector has found another piece of meat to chew on. First comes a regional pub company takeover. Then Ladbrokes bids for Stakits in hotels and casinos. Now, how about a deal that has a bit of everything: Whitbread buying Greennalls? It is certainly a tantalising prospect – not that this means anything will happen.

Greennalls' shareholders have not surprisingly become restive. Before the recent bounce, the stock had underperformed the sector by more than 60 per cent over three years. And at 376p, the shares remain well below the 12-month high of 53p. The management has never lived down overpaying for Boddington in late 1998. But, as so often happens, the company seems to be at its most vulnerable just after cleaning itself up. The recent sale of its tenanted pubs, for instance, leaves a much smaller portfolio and halves the group's 270m (£1.1bn) net debt.

All this means that a bidder would have to pay considerably more than eight times operating profits, or 12 times earnings, especially one like Whitbread with plenty of scope to cut costs. Whitbread's name keeps coming up because the overlaps extend from hotels to health clubs to pubs. But a deal at £1.5bn-£2bn, including debt and a premium, would be far bigger than any previous Whitbread move and involve a share issue. The rise in Whitbread's shares yesterday suggests this does not frighten the market.

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## FT WEATHER GUIDE

### Europe today

There will be widespread snow over Finland but sunshine and snow showers over Norway and Sweden. The Low Countries will have sunshine and showers, but probably of sleet. There will be plenty of snow over eastern Germany, with the snow turning to heavy from the west. Austria and Switzerland will have decent sunny spells but also heavy snow. France will have a mixture of sun and showers. There will be showers along the north coast of Spain. The eastern Mediterranean will have heavy showers and just a little sun.

### Five-day forecast

The Iberian Peninsula will continue settled, dry and sunny. North-western Europe will remain unsettled and windy with bands of rain, sleet and snow pushing south-eastwards. Central and eastern Europe will become more unsettled and warmer.</p



## COMPANIES &amp; FINANCE: EUROPE

# Norsk Hydro reports 28% fall in profit

By Valerie Skjeld in Oslo

Norsk Hydro, Norway's largest industrial group, yesterday said falling profitability in three of its core businesses - oil, fertilisers and petrochemicals - had wiped 28 per cent off its 1998 profits.

The results have triggered a sweeping restructuring plan that aims to add up to Nkr10bn (\$865m) to operating profits by 2001.

The plan will lead to the

loss of 1,500 jobs out of its 40,000 staff and consultants by the summer of 2000, a cut in Nkr1.5bn worth of investments this year to Nkr12bn, and disposals of some non-core assets.

The tightening measures follow similar cutbacks among oil companies worldwide amid consolidation in the industry, itself caused primarily by record low oil prices.

"This is a normal development...in the competitive

situation we are facing. We need to have a perspective of being twice as good without being half as big," said Egil Myklebust, Norsk Hydro chief executive.

The company yesterday reported a 28 per cent fall in last year's net profits to Nkr1.75bn from Nkr5.2bn on virtually unchanged revenues of Nkr7.5bn.

The effects were only partly offset by progress in light metals, a substantial gain from the sale of securi-

ties and a lower effective tax rate.

Norsk Hydro plans to realise Nkr1.5bn of the improved operating profits this year, primarily within its oil and agriculture divisions, and a further Nkr1.5bn in 2000 and 2001.

The company may also identify a further Nkr2.5bn in improvements to operating profits, making a total of Nkr5bn. More than 80 per cent of the Nkr2.5bn in improvements will be

achieved through cost cuts, such as lay-offs within its Norwegian oil and gas business, postponement of projects, and improvements in purchasing and logistics.

However, the company plans to sell or seek partners for its non-core activities, particularly those with "sub-par" results and companies where it is a sole owner, Mr Myklebust said. For example, it aims to seek a new ownership structure in Hydro Seafood, the world's largest producer of salmon.

Norsk Hydro will also continue its search for an agriculture partner for its petrochemicals division following the failed merger in October with EVC International of the Netherlands.

It also plans to reduce its non-strategic 40 per cent holding in Dyno Industrier, a Norwegian explosives and chemicals company with a market value of Nkr3bn. Norsk Hydro shares closed up Nkr1 at Nkr283.

## NEWS DIGEST

## CHEMICALS

## Kemira hit by Russian agriculture problems

Kemira, the Finnish chemicals and fertiliser group, yesterday reported a sharp fall in full year pre-tax profits to FM579m (\$110m) from FM864m blaming problems in Russia's agricultural sector, which hit fertiliser exports. The company said sales in the 12 months to December 31 were steady at FM14.35bn against FM14.39bn a year earlier. However, the agro division had faced difficult competition with downward pressure on prices in fertilisers, caused mostly by increased supply and China's absence as a buyer of nitrogen products.

Separately, the group indicated that it might be interested in UK group ICI's Toxide division following the collapse of ICI's sale of the business to DuPont in January.

Mr Karinen said Kemira had been hit by problems in Russia where sales had fallen as Russian fertiliser exports had put pressure on prices in other markets. The agro division reported an operating loss in the last four months of the year of FM1.15m. Earnings per share fell to FM3.60 from FM4.80 with the board proposing a dividend of FM1.70. Nicholas George, Stockholm

# Repsol lifts profits 15%

By David White in Madrid

Spain's Repsol group has bucked the trend among international oil companies hit by the slump in crude oil prices by reporting a net profit increase of more than 15 per cent for last year.

Its attributable net earnings reached a record Pta145.5bn (US\$74.6m, \$882.8m) against Pta126.1bn the year before. Earnings per share were up to Pta48.05 from Pta40.33.

Repsol's performance reflected the fact that it concentrates heavily on refining and marketing, rather than exploration and production. This enabled it to benefit overall from the fall in oil prices, while more production-oriented groups suffered.

However, the company emphasised yesterday that it planned to press ahead with moves to build up its production operations - principally through YPF, Argentina's privatised energy group.

Repsol spent \$2.01bn on an initial 15 per cent shareholding in YPF last month, its biggest single investment to date.

The purchase, which Repsol sees as the first step to eventual full control, is aimed at building the company into a full-scale multinational with a similar mix of activities to other majors in the industry.

Repsol said it wanted to

exploit the gains it had made from the oil price fall in this cycle to rebalance the group. Its 1998 results showed a slowdown in profit growth since the nine-month stage, when it stood at 18 per cent, but topped most analysts' forecasts. Repsol's shares closed 0.1 per cent up on the Madrid market yesterday at 48.35.

The earnings increase came mainly from a 40 per cent boost to operating profits from refining and marketing, to Pta65.2bn, and a 55 per cent jump in the gas sector to Pta77.9bn. The company said these increases reflected higher refining margins and growing natural gas sales in Spain and Latin America.

Operating profits from exploration and production, in contrast, followed the general trend and plummeted 66 per cent to Pta15.5bn. This was despite an 8 per cent increase in Repsol's production of hydrocarbons.

The group's chemical business achieved a modest increase of almost 4 per cent in earnings to Pta29.4bn, in what it described as difficult market conditions.

Overall operating revenues were 1.5 per cent down on 1997 at Pta169.5bn, with the only increase coming from the gas sector. The group is counting on continued growth of around 20 per cent a year in the Spanish market for natural gas.

# ING executives cut own bonus

By Clay Harris,  
Banking Correspondent

The new chief executive of ING Barings and one of his senior lieutenants have given up part of their guaranteed bonuses for 1998 in order to make a reduced pool of money go further.

The gesture by David Robbins, the Dutch-owned investment bank's chief executive, and Malcolm Le May, head of corporate and institutional finance, may also have helped to win backing from the parent ING Group for a new three-year bonus plan.

Michel Tilman, ING Barings chairman and a member of the ING executive board, made clear yesterday that even at its reduced level, the investment bank's bonus pool was "much higher than deserved based on the net result" last year.

ING Barings was hit hard by trading losses in emerging markets securities and also suffered from inade-

quate control of overall risk exposure.

The decision to maintain the bonus pool at a level beyond what was justified by results was evidence of support for ING Barings' revamped strategy, Mr Tilman said. But Mr Robbins signalled that allocation of bonuses would be used to send a message. "Some people performed poorly, and they will be rewarded poorly," he said.

ING Barings went through considerable upheaval last year, with the resignations of Arjun Mathuram, who lasted only five months as chief executive, and Marinus Minderhoud, who left in October because of the bank's poor results.

Mr Tilman and Mr Robbins came into the group long after ING's rescue of Barings in 1995 after the collapse caused by trader Nick Leeson. Mr Tilman was chief executive of Belgium's Banque Bruxelles Lambert, bought by ING in 1997.

There is little room for consolidation among the largest companies. According to Metso-Seria, it is one of six companies that

different following acquisitions and disposals."

That step signals the latest stage of a transformation of the company, which has embarked on a hefty internal restructuring.

In the paper division, where profits rose fourfold last year to FM1.07bn, the company has 40 per cent fewer people than it did two years ago.

At the same time, it is beginning to see benefits from investment in more productive machinery and subsidiaries, such as Bihler in Switzerland and UK paper, acquired from Fletcher Challenge of New Zealand last year.

Given the uncertain outlook in Asia and Russia, the market might not welcome a deal that

increased the Finnish group's exposure to those areas. But on the other hand, companies dependent on such sales look cheap right now and could promise useful growth opportunities over the longer term.

Taking them out could also help reduce overcapacity in paper supplies, making it easier for large manufacturers to turn away low-price orders.

**The trick now is to match output to demand rather than adding capacity when prices rise'**

By Tim Burt in Stockholm

SEB one of Scandinavia's largest lenders, is considering selling its non-life insurance operations as part of a strategy to concentrate on retail banking and asset management.

The Swedish bank, formerly known as Skandinaviska Enskilda Banken, yesterday said it hoped to complete the disposal by the end of the year, although no talks are currently under way.

SEB's non-life business,

inherited from its 1997

merger with Tryg-Hansa,

the Swedish insurer has

been named as a possible

acquisition target for

Storebrand, Norway's largest insurer.

Industry analysts believe

it could be valued at more

than SKr1bn (\$126m).

Lars Thunell, SEB chief executive, said the proposed sale represented a further step in the reorganisation of the enlarged financial services group following the disposal last year of Tryg-Hansa's real estate and industrial and marine operations.

Mr Thunell was speaking after SEB announced a 30 per cent increase in full-year pre-tax profits, up from

SKr4.69bn to SKr6.08bn in 1998. The maiden 12-month figures after the Tryg-Hansa merger showed funds under management increasing by 25 per cent to SKr99bn - making SEB the Nordic region's largest asset manager.

Although net interest income decreased marginally from SKr6.83bn to SKr6.78bn, most industry analysts welcomed the fig-

ures. They expressed relief that SKr1.4bn of third-quarter provisions for lending losses in Russia had been offset by capital gains of SKr1.7bn.

As SEB pursues a strategy of concentrating on unit-linked insurance, asset management and retail banking, some analysts questioned its commitment to investment and merchant banking.

Profits in SEB's merchant

banking division fell from SKr1.6bn to SKr1.6bn - due mainly to Russian provisions

- while Enskilda Securities saw its operating profit fall from SKr33m to SKr21m.

SEB's return on equity rose to 16.1 per cent last year from 12.6 per cent in 1997. Earnings per share rose from SKr6.05 to SKr8.27, and the bank proposed to lift the dividend from SKr3 to SKr3.50 a share.

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culture problems

## Market waits for key results after decline

By Louise Kehoe  
in San Francisco

**Quarterly results from three US technology bellwether stocks, due today, will be closely watched after a sharp decline in several technology stocks last week.**

With US markets closed yesterday for the Presidents' Day holiday, today's reports from Dell Computer, Hewlett-Packard and Applied Materials could set the tone for the technology sector this week.

In particular, Dell, the leading direct seller of personal computers via telephone and the internet, is being closely watched. Fears that the company might fail to beat Wall Street forecasts for fourth-quarter earnings of about 31 cents a share fuelled a sell-off in technology stocks.

The technology-laden Nasdaq composite index finished down 287 points on Friday, off nearly 3.5 per cent one day after logging its highest one-day points gain. Dell closed down almost 12 per cent on the day at \$90.

Daniel Niles, analyst at Robertson Stephens, lowered his estimate for Dell's fourth-quarter revenues to \$5.2m, from \$5.5m, saying that the PC company may have seen sales soften toward the end of the quarter. And at Salomon Smith Barney, analyst Richard Gardner said Dell's biggest rivals were making progress toward mimicking the so-called "Dell model" of direct sales.

One of those rivals, Hewlett-Packard, is also scheduled to release its quarterly earnings report today.

## Pirelli/Cooper deal sets tyres sector in a spin

By John Griffiths

**Even in an industry obsessed with flexibility and rapid responses, Friday's announcement by Pirelli of Italy and Cooper Tire and Rubber of the US that they were to form a "strategic alliance" seemed extraordinarily fast footwork.**

It came just a week after Goodyear, Cooper's much larger US rival, and Sumitomo Rubber Industries of Japan had launched a series of joint ventures, most under Goodyear's control, to create by far the world's biggest tyres group.

At a stroke, warned analysts, every tyre-maker outside the "big three" that already dominate the \$75bn industry - Goodyear/Sumitomo, Michelin and Bridgestone - would be vulnerable in an inevitable new round of consolidation as cost and pricing pressures mounted.

Almost within hours of the Goodyear/Sumitomo announcement, Yokohama Rubber, Japan's third largest tyre-maker, said that it, too, was looking for an alliance, or even a merger.

But the Pirelli/Cooper deal is most emphatically not a panic move, insists Marco Tronchetti Provera, chairman and chief executive of the Italian tyres and cables group. "We have been negotiating this for almost a year. It is part of a strategy which will allow Pirelli to remain an independent global player."

Of the Goodyear/Sumitomo deal, Mr Tronchetti Provera says: "You have to separate its psychological effects from the physical - the tyre is global but markets are still different. There is still room for companies like Pirelli to be a global player, with maybe a smaller share but higher profit and benefiting from alliances of the type we are forming with Cooper."

Pirelli is in good financial shape to enter what some of its senior executives dispute will be an era of heightened competition. First-half net profits were up 7 per cent at £264m (£312m, \$45m), and the group is expected to report a full-year figure in line with last year's £512m.

Under the alliance, Cooper will market Pirelli's tyres in North America through a network of 5,000 outlets - much larger than anything Pirelli previously had access to, despite its purchase of US

## COMPANIES & FINANCE: THE AMERICAS

TECHNOLOGY ANALYSTS WATCH EARNINGS

## Leading edge technology puts ATI ahead of the game

The Canadian chipmaker has a dominant market position, but rival groups are snapping at its heels, writes Scott Morrison

**C**anada's ATI Technologies appears to have solidified its position as the world's leading producer of three-dimensional graphics chips with first-quarter sales almost doubling to US\$327m, from \$168m in the same period a year ago.

ATI has carved out a dominant market position by striking a crucial balance between performance and price, as well as by being the only large maker of graphics chips shipping products for both Apple and PC platforms.

ATI now faces a series of challenges if it is to fend off a handful of smaller rivals, as well as Intel, the world's largest microprocessor manufacturer.

The first-quarter results, which showed earnings more than doubled to \$32m followed a bumper 1998 for the company. With a 33 per cent share of the \$1.6bn market for 3D graphics chips, surpassing former market leader S3, ATI's share price more than doubled last year.

Most observers expect 1999 to be significantly better. But, as one technology market researcher cautions: "You're only as good as your last chip."

Graphics chips enable

computers rapidly to generate the video images that users see on their screens, from simple bar graphs to the fast-moving, colourful three-dimensional scenes now common in the latest video games.

ATI has invested heavily in research and development. Last autumn it introduced Rage 128, one of the fastest chips on the market, which Apple is installing in its new G3 desktop. A new ATI chip, four times faster than Rage 128, is expected by mid-1999.

To stay on the leading edge, ATI has invested heavily in research and development. Last autumn it introduced Rage 128, one of the fastest chips on the market, which Apple is installing in its new G3 desktop. A new ATI chip, four times faster than Rage 128, is expected by mid-1999.

But some analysts believe it is only a matter of time before Intel, which purchases ATI chips for its computer boards, makes its presence felt in the graphics chip market.

The US chipmaker is at once a competitor, customer and partner in a technological alliance, and is scheduled

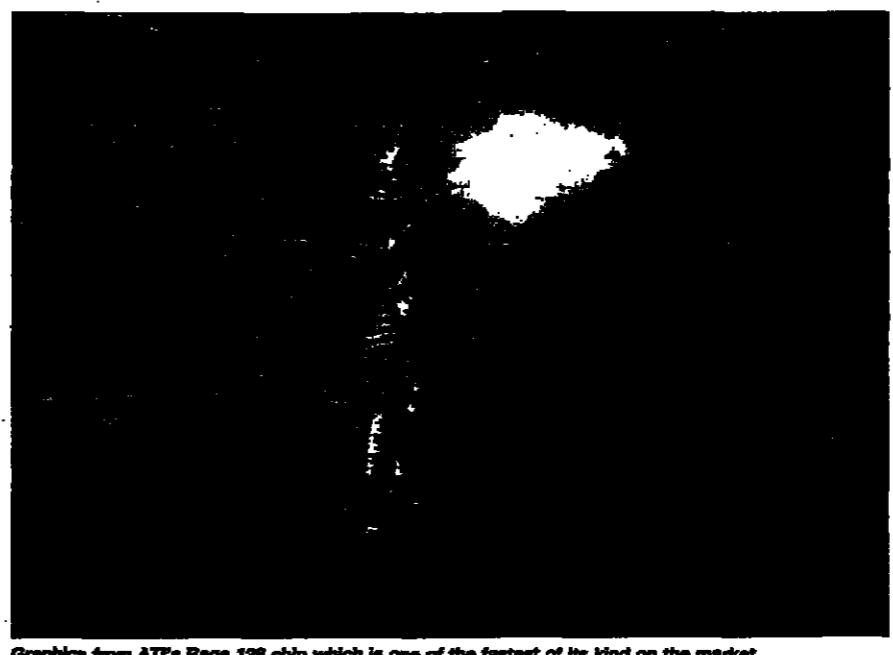
soon to unveil a new integrated chip that combines the functions of a graphic chip with core logic capabilities.

Some analysts expect that Intel's new integrated chip will supplant stand-alone graphics chips in computers that sell for less than \$1,000,

where high performance is not the key concern.

Although ATI plans to introduce its own integrated chip later this year, some observers believe that Intel will use its clout to squeeze competing graphics chip makers out of the low-end market. That segment accounts for one-quarter of ATI's sales, according to Mercury Research, the US market research group specializing in computer components. "The integrated chip is a chaotic new variable for the entire graphics market," says Mike Febus, Mercury analyst.

Mr Ho forecasts that his company will expand its market share this year. Analysts, however, say the industry is simply too volatile to predict that ATI will remain the dominant graphics chip maker over the next few years.



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## COMPANIES &amp; FINANCE: ASIA-PACIFIC

CAR AND TRUCK MAKING DEBT-RIDDEN GROUP MAY ALLOW ANOTHER MANUFACTURER TO TAKE A CONTROLLING STAKE

# Mitsubishi seeks a foreign partner

By Alexandra Harvey in Tokyo

Katsuhiko Kawasoe, president of Mitsubishi Motors, has told the Financial Times he is actively seeking a foreign partner for a "business relationship", and would allow a foreign vehicles manufacturer to buy a controlling stake in the company as part of its effort to return to profitability.

The group is already viewed as a possible target amid the wave of consolidation in the global car and truck industry.

But it has more than Y2,000bn (\$17.54bn) in debts and these pose a formidable obstacle to foreign suitors looking for a foothold in the Japanese and Asian markets. This was one of the reasons Mitsubishi had not entered talks about a capital

tie-up with a foreign carmaker, Mr Kawasoe said.

He hinted that a strategic alliance in trucks was likely.

"If we were to develop technology jointly with a foreign truck manufacturer, I think this would be extremely successful," he said. A technical tie-up was possible with DaimlerChrysler, he added.

"Generally speaking, we could share development technology because it is ter-

rribly expensive. Then, on the basis of that, we could share car lines and then share marketing. If I could see these would be win-win situations, I would be interested."

Mr Kawasoe said he was not asking for money to reduce the group's debts, but for a technical alliance to benefit both parties.

The deals being made in the US and Europe right

now are acquisitions, not mergers, except DaimlerChrysler. In mergers, there is not necessarily an investment from the other party.

"In a merger, we could develop technology together without having to spend any money on each other," he said.

"The point of mergers is to decide how to handle technology, marketing and car lines, to use resources bet-

ter. In that case, mergers are the same thing as acquisitions without making any monetary investment."

Mitsubishi's financial position - like that of rival Nissan Motor - is a stumbling block in negotiations with foreign car makers.

Nissan's Y4,300bn in interest-bearing liabilities are thought to be hampering its negotiations over an equity tie-up with DaimlerChrysler.

## Unloved former giant craves a little attention

Suitors put off by debt and slow reforms, says Alexandra Harvey

**A**t a lavish reception for automotive industry executives in Tokyo earlier this year, Katsuhiko Kawasoe, president of Mitsubishi Motors, dropped another of his famous lines about his intentions for one of Japan's largest carmakers.

"I've got a shopping list," he said, "and it is very long." That line about the parts of the business Mr Kawasoe wants to sell generated a polite chuckle among reporters at the table. What could Mitsubishi sell, and who would want to buy it, someone asked. On this point, however, the loquacious Mr Kawasoe was suspiciously quiet.

Despite frequent sales calls at the offices of US and European automotive executives, neither Mr Kawasoe nor Japanese government officials have been able to sell any significant part of Mitsubishi and this is making investors uneasy about the carmaker's future.

The company's stock fell to an all-time low last year after Mr Kawasoe warned of parent net losses of Y9bn (\$79m) on turnover of Y2.320bn. In 1997, the company recorded losses of Y25.7bn on sales of Y2.500bn.

On a group basis, the picture is worse. With losses from overseas and local subsidiaries, net losses were Y101.8bn. Debts have ballooned to over Y2,000bn as of last March, giving Mitsubishi one of the worst balance

sheets in the industry. Moody's, the US credit rating agency, is expected to downgrade the company's debt to Ba1 - equivalent to junk bond status - this month.

How did Mitsubishi, whose share of the passenger car market has shrunk in the past four years, fall so far, so fast? Mr Kawasoe says the problems are a result of failing to build up rivals in restructuring.

The group only began restructuring last year - just as sales were collapsing and losses were growing.

"From 1990 until about 1997, Mitsubishi was the only auto company selling lots of cars and making money. When other companies were restructuring their operations, we didn't do anything... What they did then, we are doing now," he says.

The reforms Mr Kawasoe launched in November looked good on paper. A truck plant in Japan would be closed, the number of model platforms would be halved and interest-bearing debt would be cut to Y1,300bn by the end of 2000.

The carmaker would also eliminate 1,000 jobs at its US subsidiaries, sell assets in Japan and aggressively promote its fuel-injected engine.

Only months later, company executives are decidedly less optimistic.

Restructuring at the truck and bus plants is plagued

with problems, car sales are sluggish and the company is said to be mulling job cuts in Japan - although Mr Kawasoe calls that "the option of last resort".

The push towards consolidation in the global automotive industry has deepened Mitsubishi's troubles. Ford's purchase of Volvo's car operations has raised questions about the future of NedCar, Mitsubishi's joint venture to build saloons and mini-vans with Volvo in the Netherlands - the plant where the Carisma, Mitsubishi's best-selling car in Europe, is built.

The Ford-Volvo deal could leave Mitsubishi without a partner in the region, or force it to withdraw from NedCar if the US group decided to use one of its own "platforms" as the basis for Volvo's next Netherlands-built model.

Meanwhile, Mitsubishi makes a risky merger partner for Ford and other US and European groups. With a market capitalisation of \$2.6bn, it is the smallest and most expensive of the big five Japanese carmakers, according to Warburg Dillon Read.

Its debt-to-equity ratio of 5.5 is the highest in the industry and its US subsidiary is not expected to return to profit for at least two years.

One strategy would be to follow the example of Nissan Motor, which is negotiating to sell its truck business to

DaimlerChrysler. Mr Kawasoe says he is loath to sell the truck division which, until the collapse in truck and bus demand in Asia last year, provided between 30 and 40 per cent of sales. On cars, he appears more flexible.

But let the buyer beware. Any foreign partner would also have to deal with the likes of Mitsubishi Heavy Industries, the conservative machinery manufacturer that owns nearly 30 per cent of Mitsubishi Motors. Mr Kawasoe insists that relationship is valuable because

it guarantees the support of the Mitsubishi keiretsu, or industrial group, and its main lender, the Bank of Tokyo-Mitsubishi.

Mitsubishi also has a checkered past in its relations with foreign carmakers. Its link with Chrysler, which owned 24 per cent of Mitsubishi as recently as 1985, fizzled out following the merger with Daimler-Benz. This was evident last month when DaimlerChrysler executives came to Tokyo for an exhibition and Jürgen Schrempp skipped a meeting with Mr Kawasoe.

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it guarantees the support of the Mitsubishi keiretsu, or industrial group, and its main lender, the Bank of Tokyo-Mitsubishi.

It is unlikely that the buyer will be able to get initial feed-back from our creditors on the viability of the plan... Their support is essential to the viability of the plan," PAL officials said in a letter to its 8,000-strong workforce.

The results were boosted by the acquisition of Ponds India, another Unilever group company, last year.

On a like-for-like basis group profits in India were up 23 per cent.

However, K.B. Dadiresh, chairman of Hindustan Lever, said 1998 was a year of downgrading. Consumers, hit by a big increase in the price of vegetables, had economised on purchases of consumer goods.

The rural market, which is a key volume driver, slowed progressively during 1998.

## Ponds buy lifts Hindustan Lever

By Krishna Guha in Bombay

The resilience of India's consumer goods industry was underlined yesterday when Hindustan Lever, the Unilever subsidiary which is India's biggest private sector company, announced a 33 per cent rise in profits for the calendar year 1998 to Rs11.3bn (\$266m).

The results were boosted by the acquisition of Ponds India, another Unilever group company, last year. On a like-for-like basis group profits in India were up 23 per cent.

However, K.B. Dadiresh, chairman of Hindustan Lever, said 1998 was a year of downgrading. Consumers, hit by a big increase in the price of vegetables, had economised on purchases of consumer goods.

The rural market, which is a key volume driver, slowed progressively during 1998.

He said the current year would also be difficult, although there are some signs of a recovery in agricultural incomes.

Hindustan Lever's sales rose 21 per cent to Rs84.8bn. This growth came mainly from personal products and exports - both segments in which the former Ponds business contributed strongly.

Exports, including sales to Unilever businesses abroad, jumped 33 per cent to Rs16.6bn. Sales of personal products increased from Rs3.6bn to Rs15.3bn.

Hindustan Lever gained ground in the tiered battle to unseat Colgate Palmolive as market leader in India's toothpaste market.

By contrast, sales of soaps and detergents - Hindustan Lever's biggest business - grew only fractionally. The ice-cream business was hit by a price war.

Indonesia is strapped for cash but Ms Soewandi said she expected the government to hold on to the shares until a debt agreement was finalised.

## Philippine Airlines dives to a loss of 10bn pesos

By Tony Tassell in Manila

Philippine Airlines dived further into the red for the ninth month to December 31, leaving the ailing national carrier with an excess of liabilities over assets of more than 5bn pesos (\$130m).

In a statement to the Philippine Securities and Exchange Commission, PAL said its losses fell to 10bn pesos for the period, nearly double the 5.2bn pesos suffered in the same period in 1997. It said the losses left PAL with a "capital deficiency" of \$1.1bn at the end of December.

The airline has suffered steep losses due to a range of problems, including a high \$2bn debt burden, falling demand for air travel in the wake of the regional crisis, a slide in Asian currencies against the dollar over the past 18 months, over-staffing, an over-ambitious fleet

expansion and a 22-day strike by pilots in July. Operating revenues tumbled by 66 per cent to 3.06bn pesos in the nine months. While operating expenses fell 59 per cent to 5.8bn, other charges increased by 1.2bn pesos as a result of an increase in financing costs and non-operating charges, particularly in relation to grounded aircraft.

PAL said its total assets fell by 4.5bn pesos between March and the end of December, due to depreciation on property and equipment, the sale of "certain aircraft" and write-offs on "pre-terminated" leases. At the same time, total liabilities rose 5.8bn pesos.

PAL said it was now in talks with creditors over the next two weeks to gain support for a rehabilitation plan - due to be presented to the SEC by March 15 - that would involve a substantial

debt restructuring. The leading international creditors include the US Export Import Bank and leading European credit agencies.

"These meetings are quite crucial in that we shall be getting initial feed-back from our creditors on the viability of the plan... Their support is essential to the viability of the plan," PAL officials said in a letter to its 8,000-strong workforce.

The results were boosted by the acquisition of Ponds India, another Unilever group company, last year. On a like-for-like basis group profits in India were up 23 per cent.

However, K.B. Dadiresh, chairman of Hindustan Lever, said 1998 was a year of downgrading. Consumers, hit by a big increase in the price of vegetables, had economised on purchases of consumer goods.

The rural market, which is a key volume driver, slowed progressively during 1998.

## Castrol tailors formula to suit Indian market

By Krishna Guha

India is a big driver of profits for Castrol, the lubricants arm of the Burmah Castrol group.

Castrol India, Burmah Castrol's 51 per cent owned subsidiary, last week announced a 7 per cent rise in pre-tax profits to Rs2.2bn (\$518m) in a flat market. Net profits, aided by tax breaks, were up 13 per cent at Rs1.8bn.

"In terms of the size of our business there, India is extremely important," said Mike Dearden, chief executive of Castrol International. "It probably numbers two in volume and profits to the US as a piece of turf."

The company has been the prime beneficiary of the liberalisation of India's lubricants market in 1992 - beating off competition from international oil majors. Since then Castrol India has been one of the local market's best performing stocks, showing an eight-fold increase in value in seven years.

"Many of our customers are one-truck owners. This machine is their life. They cannot afford to take a chance," he said.

The Indian product range is developed at a research centre near Bombay to meet the demand for lubricants which can protect ageing engines against dirty and dusty roads and highly sulphurous fuel.

While the company has a high marketing spend, it has kept a tight rein on fixed capital investment, even after building a state-of-the-art lubricants plant at Silvassa, in Gujarat.

Castrol India charges a premium of 20-40 per cent across its product range, which it justifies on the basis of superior performance. Mr Savoor said Indian consumers are prepared to pay for the guarantee of quality.

"Many of our customers are one-truck owners. This machine is their life. They cannot afford to take a chance," he said.

The Indian product range is developed at a research centre near Bombay to meet the demand for lubricants which can protect ageing engines against dirty and dusty roads and highly sulphurous fuel.

While the company has a high marketing spend, it has kept a tight rein on fixed capital investment, even after building a state-of-the-art lubricants plant at Silvassa, in Gujarat.

Castrol is relying on its new distribution network, sachet packs and industrial push to provide sales growth of 200 distributors rather than a direct sales force, which will greatly expand its reach in rural India.

Single-use lubricant sachets have been launched to give Castrol a way into the bike scooter market, earlier tied up by the state-owned oil companies, which have a monopoly of petrol station sales. It already

sells 10m sachets a month. Meanwhile, Castrol is giving new emphasis to India's industrial lubricants market - where it has hitherto made little progress. Here brands matter less than product and price.

Castrol is relying on its new distribution network, sachet packs and industrial push to provide sales growth this year comparable to last year 7.5 per cent. It has to win business: the overall market is not growing at all. This highlights one fundamental difference between Castrol and its FMCG peers in India: demand for its products is derived from the automobile and industrial sectors, which are wallowing in low to negative growth.

# Canon warns over demand in high street

By Paul Abrahams in Tokyo

Toshizo Tanaka, Canon managing director, said the weak yen last year boosted the company's revenues by Y124bn, but the benefit had been muted by falling prices. "Most of the positive impact here was offset by cuts in product prices," he said.

Sales in Japan dropped 11.2 per cent to Y760bn, while those in the US jumped 12.7 per cent to Y1,005bn and in Europe 8.6 per cent to Y850bn.

Canon's cash and cash equivalents fell 22 per cent to Y499bn, but short term loans fell 24 per cent to Y405bn and long-term debt dropped 20 per cent to Y180bn. The company is among the most financially robust in the Fuyo group.

However, operating profits also fell, by 4.8 per cent to Y280bn, as sales general and administrative expenses rose 3.9 per cent. That compared with a 2.4 per cent increase in sales to Y2,430bn.

At the pre-tax level profits rose 2 per cent to Y235.5bn, mainly due to a big reduction in "other" expenses about which the company did not elaborate.

Earnings per share fell 7.9 per cent from Y134.6 to Y123.93. The results were boosted by the camera division, where results jumped 23 per cent to Y27.5bn, on sales up 8 per cent at Y26.5bn.

The company said this was mainly due to strong demand for its Advanced Photo System cameras, though sales of traditional SLR cameras were also up. The division accounted for about 10 per cent of turnover.

Operating profits at the business machines division - the most important - fell 0.7 per cent to Y161bn on sales up 2.5 per cent at Y2,358bn.

Canon blamed the poor domestic market for the fall, especially disappointing sales of computers and computer peripherals.

However, sales were boosted by a strong performance by laser printers and faxes overseas.

## NEWS DIGEST

### AIRLINES

#### Oneworld aims to expand and jointly buy aircraft

This seven airlines which formed the Oneworld alliance said yesterday they were in talks with other airlines to expand the global grouping and were also considering combined purchases of aircraft.

James Strong, chief executive of Qantas Airways, Australia's leading carrier, said Oneworld's talks with other airlines were at "various stages". After a quarterly meeting in Sydney, chief executives of airlines in the alliance announced the entry of Iberia, the Spanish carrier, to Oneworld, which also includes Qantas, American Airlines, British Airways, Cathay Pacific Airways, Canadian Airlines Corp and Finnair. The airlines have merged their timetables and frequent flyer programmes to cover 632 destinations in nearly 140 countries.

# mon warns er demand high street

## COMMENT Booker

Is Booker going forwards or backwards? Following yesterday's 10 per cent fall, the cash-and-carry group's shares are now worth around half the £24p per share Stuart Rose, new chief executive, paid for his stock on arrival in September. To be fair, though, this represents not so much value destruction on his part as belated recognition of Booker's miserable state. Making a dent in Booker's borrowings - at some £400m they are 2½ times the company's market capitalisation - is clearly not easy. Yesterday's sale for just £4.4m of part of a loss-making food delivery service with turnover of £224m and the closure of several regional distribution centres will actually add to the overall debt burden. Around £7m of the £22m exceptional loss on disposal is cash, not just accounting write-offs.

Still, the disposal does clear the decks for the real test - selling the food service division, which at a pinch could fetch £100m-£150m, and raising cash-and-carry margins. Since lifting interest cover to above 2½ times is Booker's priority, costs must also fly out of the business. The moment has surely come for it to pass on sponsorship of the eponymous literary prize to a company whose shareholders will benefit more from it. Against the backdrop of yesterday's 600-odd redundancies, it is a tasteless extravagance.

### British Biotech

Elliot Goldstein, British Biotech's chief executive, must wonder why he bothers going to work every day. At 214p, British Biotech is now trading at a discount to its asset value of 35p-38p a share, of which 15p is cash. This ascribes a minimal value to the company's technology and know-how, built up at such expense.

Such discounts are not unusual for the bombed-out biotech sector, where several companies are trading at or below asset value. But they raise the question why, if the technology is so desirable, strategic buyers are not queuing up. The answer is that pharmaceutical companies would rather cherry pick biotech portfolios through licensing deals than own the infrastructure. In the absence of an early exit, British Biotech shareholders must therefore continue hoping its key cancer drug will ultimately make money. This is still an uncertain prospect, but at least that is fully recognised in the share price.

## Mersey Docks reaps rewards of strike-free year

By Susanna Voyer

The port of Liverpool used to be synonymous with industrial strife, the epitome of the "them and us" mentality which paralysed British industry.

Today, however, peace has broken out along the waterfront and the port is booming, thanks in part to the runaway Irish economy.

The beneficiary is Mersey Docks and Harbour Company, which yesterday announced a 37.5 per cent increase in pre-tax profits to £47.5m (£78m) last year.

Only a year ago, the group ended its two-year dispute with a group of 327 sacked dockers - one of the longest industrial conflicts in the UK. The 1997 figures included an £10m exceptional charge for the settlement of the strike, which slightly flattens yesterday's figure.

But the group has made an extra effort to end the divisions between management and workers - encouraging workers to take a stake in

the company. About 70 per cent of its 1,078 employees are potential investors after they signed up for a savings scheme allowing them to buy shares.

• Associated British Ports, the largest UK ports group, has passed over a senior executive that many in the City saw as chief executive designate, and has instead appointed Bo Lerenius, former chief executive of Stena Line, writes Charles Batchelor.

It was thought Andrew Smith, 47, managing director of ABP's ports division for the past two years, was being groomed as a possible successor to Sir Keith Stuart, who has held the joint positions of chairman and chief executive.

Mr Lerenius, 52, became vice-chairman of Stena Line and director of new business investments at Stena Line's parent company Stena AB after stepping down as chief executive of the ferry company in 1998.

ABP's shares fell 134p to 265p. The move is part of Book-

## COMPANIES & FINANCE: UK

# British Biotech becomes a victim of its own hype

David Pilling says the desire to provide investors with a constant "newsflow" diet can tempt biotech companies to exaggerate

**B**ritish Biotech, which yesterday shocked the market with disappointing trial results of a key cancer therapy, has suffered a vertiginous fall from grace.

Less than two years ago it was still seen as the standard bearer for the flourishing UK biotechnology scene.

It was the first company with innovative science and a topsy-turvy business model - involving "burn rates" rather than profits - to capture the imagination of UK investors. Keith McCullagh, until last year the company's chief executive, was anointed figurehead of an entirely new sector.

When the evangelical Mr McCullagh told the City he was developing a novel cancer drug that could arrest the spread of all types of tumour, investors lapped it up. When he said the company intended to keep all the value itself - by shunning alliances with pharmaceutical companies and developing its own marketing force - British Biotech's valuation soared to nearly 250p.

In May 1998, with the

shares valued at 328p, it stood on the verge of the FTSE 100.

To US investors, who had witnessed the rise and fall of many biotech companies, the euphoria surrounding the Oxford start-up smacked of naïvete. Most drugs take 10 years to develop and the vast majority never make it to market.

"Big pharma", the name given to established pharmaceutical companies, has scores of drugs under development and can kill off any one of them with impunity. Biotech companies, which may have only one or two projects, do not have the luxury of "burying their dead at night".

From the US perspective, the hype surrounding British Biotech pressed trouble.

This came in the form of Dr Andrew Miller, the clinical research director of the company, who became convinced it was sending an overly optimistic message to investors. When he was sacked last April for sharing his concerns with shareholders, he made allegations that sent the value of the shares plummeting.

Dr Miller also disclosed that the US Securities and Exchange Commission was investigating news releases issued in 1994 and 1996, which may have exaggerated the likely efficacy of marimastat, British Biotech's novel cancer therapy.

Yesterday's announcement that marimastat appears no more effective than an existing treatment has lent weight to the concerns.

It also goes to the heart of the City's difficulties in valuing biotech shares. Scientists do not believe findings until they are proved with painstaking experiments and validated by peer review.

Investors, on the other hand, require a constant diet of "newsflow" and the disclosure of any facts deemed "material".

For a small biotech company, with a handful of employees and mounting losses, a promising scientific lead, even if years from validation in clinical trials, may look like important news. The temptation for a company is to put too positive a spin on the information available.

British Biotech's shares



Different views: Keith McCullagh (left) and Dr Andrew Miller

were hit by the gradual realisation that Mr McCullagh's gloss on events appeared not to match cash value.

That puts it in good company. British Biotech's fall from grace has depressed sentiment towards the sector and the technology of several biotechnology companies is valued at zero. PPL, the Scottish company that cloned Dolly the sheep, would be worth as much if it were a working farm producing lamb chops.

Analysts say it would be wrong to write off the sector.

When British Biotech came along "there weren't that many people in London who knew how to value these things properly", says Erling Refsum, analyst at Nomura International. "The bottom line is we got it wrong ... We're all on a steep learning curve - investors, analysts, financiers and the companies themselves."

Mr Refsum believes the backlash against the sector - and perhaps even against British Biotech itself - has gone too far.

True, individual biotech shares are difficult - some would say impossible - to value. Either their science fails, in which case they may be worthless, or it succeeds, turning them into billion-dollar concerns.

But the sector as a whole, which services a pharmaceutical industry that is outsourcing an increasing percentage of its research, is likely to grow rather than diminish.

"Fallen angels take an awfully long time to return to grace. But these companies are not going to evaporate overnight," says Mr Refsum. "And a couple of them are going to make absolute fortunes. The difficulty is spotting them."

## Top executive quits Barclays

By George Graham, Banking Editor

Barclays, the UK banking group that last week appointed Michael O'Neill to succeed Martin Taylor as chief executive, has lost another senior executive.

Megan Richardson, director of group planning, policy and governance, is to leave next month. Mrs Richardson had been viewed as a high-flier within Barclays and tipped as a contender to become its first female executive director.

However, bank officials insisted Mrs Richardson's resignation was not connected to the turmoil in the bank's top management. Her husband, Ian Richardson, is to remain with the bank,

where he holds a senior position in the retail financial services division.

Other Barclays staff, however, expect further upheaval when Mr O'Neill, who previously ran the principal investing and wealth management division of Bank of America, joins on March 26. Some senior executives are already looking elsewhere.

Barclays will today report its results for 1998, and is expected to announce pre-tax profits of about £1.85bn (£2.95bn).

It had issued a profits warning at the time of Mr Taylor's departure, indicating that profits would be not be less than £1.9bn. Since then, however, it has announced a further £76m charge to settle a long-running lawsuit brought by the receivers of British & Commonwealth Holdings.

Retail financial services, with trading profits forecast at more than £1.4bn, and corporate banking, with trading profits in excess of £900m, have continued to perform well.

## Salzgitter sale of 'interest' to BS

By Kevin Brown

British Steel said yesterday that it was aware of German newspaper reports suggesting that Salzgitter, the German steelmaker it tried to buy last year, might be for sale.

British Steel said it was "potentially interesting" that all or part of the company might be available.

However, the company is believed to have made no

moves to resuscitate its bid for Salzgitter, which was blocked on public interest grounds by Gerhard Schröder, at the time premier of Lower Saxony, who is now German chancellor.

John Bryant, who succeeded Sir Brian Moffat as British Steel chief executive last month, has said he wants to reduce the company's dependence on steelmaking, and on the UK market.

## Booker makes wholesale exit

By Alison Smith

About 350 jobs are to go in the food industry as Booker, the food distribution group, closes part of its wholesale business with the loss of about 600 jobs and Hazlewood Foods shuts its sliced cooked meats operation at Wisbech.

Booker announced the job losses alongside a deal to sell the remainder of Booker Wholesale Foods to Palmer & Harvey McLane for up to £4.4m (£7.2m) cash. The disposal will mean an estimated exceptional loss in Booker's accounts of about £25m for write-offs of goodwill, closure costs, fixtures and fittings and stock. The business made a loss of about £1m last year, on turnover of £225m.

The move is part of Book-

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2. The principal effect of each licence will be to enable each Licensee to install and run telecommunication systems in the United Kingdom, and to provide a wide range of services but not any domestic services (i.e. services involving the conveyance of messages which originate and are subsequently terminated in the United Kingdom) or mobile radio services. Each Licencee authorities connection to a wide range of other systems, including earth stations.

3. Each licence will be subject to conditions such that section 8 of the Act will apply to it, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.

4. The Secretary of State proposes to grant each licence in response to an application from each Licensee for such a licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.

5. He proposes to apply the telecommunications code ("the Code") to Farland Services UK Limited, MTU Intron Europe Limited and GC Pan European Crossing UK Limited subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that Farland Services UK Limited, MTU Intron Europe Limited and GC Pan European Crossing Limited will each have duties:

(a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;

(b) to comply with conditions designed to ensure efficiency and economy on the part of each of them, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of their apparatus;

(c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;

(d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in their respective licences to their powers under the Code; and

(e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

7. The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that each Licensee to whom the Code is applied can meet (and relevant persons can enforce) liabilities arising from the execution of works.

8. Representations or objections may be made in respect of the proposed licences, the application of the Code to Farland Services UK Limited, MTU Intron Europe Limited and GC Pan European Crossing UK Limited and the proposed exceptions and conditions referred to above. They should be made in writing by 16 March 1999 and addressed to the undersigned at the Department of Trade and Industry, Communications and Information Industries Directorate, 230 Grey, 151 Buckingham Palace Road, London SW1W 9SS. Copies of the proposed licences can freely be obtained by writing to the Department or by calling 0171 213 1756.

Alan D Proulx

Department of Trade and Industry

16 February 1999

Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding to dividend	Total for year

## EURO PRICES

## EQUITIES

## US bond yields weigh down euro-zone

## EUROPEAN OVERVIEW

By Khozem Merchant

Euro-zone markets started weak on the back of a further deterioration in US treasury bond yields on Friday before regaining ground and closing largely unchanged.

Analysts believe the US treasury market will set the tone for equities trading in the days ahead. The markets

were also disappointed by a "feeble interest" rate adjustment by the Bank of Japan.

The US markets were closed and much of Asia was heading for the Chinese New Year celebrations, so euro-zone markets operated in relative isolation.

The increased likelihood of industrial action in Germany by the country's largest union took the shine of some

cyclical stocks, which since the start of the year have enjoyed positive movement.

Positions hardened on both sides of the face-off yesterday, hitting steel and chemical stocks. These cyclicals lost more steam because of profit-taking, now in its third day.

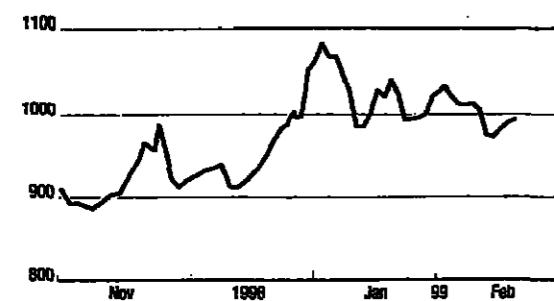
Bank stocks were among the better performers, driven by merger talk, especially in Spain, but that disguised

some disappointing individual performances. Deutsche Bank, which is due to report results this week, lost £7 to £46.76 amid concerns over emerging market exposure.

In the UK, there was strong follow-through from last week's exceptionally good results from Lloyds TSB, Barclays, which appointed a new chief executive last week, reports today. It gained £1.1 to £23.02.

## FTSE Ebloc 100

Index



Source: FTSE International

M THREE MONTH EURORUPE FUTURES (Liffe) €tn 100 -rate									
	Open	Sett price	Change	High	Low	Est. vol.	Open int.		
Mar	98.850	98.950	-	98.950	98.945	14962	14978		
Jun	97.040	97.045	-0.010	97.050	97.045	17485	17485		
Sep	97.280	97.080	-0.020	97.105	97.075	13404	66148		
Dec	96.855	96.825	-0.040	96.825	96.825	5403	72148		

M THREE MONTH EURO LIROR FUTURES (Liffe) €tn 100 -rate									
	Open	Sett price	Change	High	Low	Est. vol.	Open int.		
Mar	98.950	98.950	-	98.950	98.945	160768			
Jun	97.045	97.045	-0.010	97.050	97.045	20357			
Sep	97.285	97.085	-0.020	97.105	97.075	12555	122884		
Dec	96.855	96.825	-0.040	96.825	96.825	727	9448		

M THREE MONTH EURO LIROR OPTIONS (Liffe) €tn 100 -rate									
	Strikes	Calls	Mes	Sep	Dec	Jan	Jun	Sep	Dec
5.000	0.040	0.135	0.205	0.160	0.090	0.060	0.105	0.025	
9.725	0.010	0.040	0.100	0.085	0.050	0.040	0.070	0.020	0.070
9.729	0.005	0.045	0.100	0.085	0.050	0.040	0.070	0.020	0.070

M FTSE EUROTOP 100 INDEX FUTURES (Liffe) €tn 100 per full index point									
	Open	Sett price	Change	High	Low	Est. vol.	Open int.		
Mar	273.0	276.0	+3.0	273.0	276.0	27	7194		
Jun	274.0	274.0	-0.0	274.0	274.0	0	0		

## M EURO STYLE FTSE EUROTOP 100 INDEX OPTION (M) €tn per index point

M EURO STYLE FTSE EUROTOP 100 INDEX OPTION (M) €tn per index point									
	2000	2050	2700	2750	2800	2850	2900	2950	
C P C P C P C P C P C P	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2000 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2050 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2700 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2750 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2800 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2850 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2900 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	
F 2950 5.000	0.040	0.045	0.050	0.055	0.060	0.065	0.070	0.075	

## OTHER INDICES

	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb
	15	12	11	High	Low	Spikes condition	High	Low	
DJ Stoxx 50	3381.00	3358.43	3321.12	3367.82	3343.07	3352.00	3433.07	3312.00	
DJ Stoxx 50	3414.97	3405.68	3373.42	3408.36	3412.23	3408.36	3412.23	3408.36	
MSCI Europe	11716.27	11722.30	11715.55	11720.55	11715.55	11715.55	11715.55	11715.55	

Source: Financial Times Information. \*Subject to revision next day. MSCI is unadjusted.

Data as at 12.12.98. Prev day's open interest rate: 5.625. Premiums shown are based on settlement prices.

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JETLINES 20

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## COMMODITIES &amp; AGRICULTURE

# Crude oil prices largely flat in light trading

## MARKETS REPORT

By Robert Corrane  
and Gillian O'Connor

Oil prices were largely flat in light trading, with Brent Blend for April delivery quoted at \$10.37 a barrel in late trading on London's International Petroleum Exchange, down 6 cents from Friday's close.

The low level of activity was attributed to the long holiday weekend in the US, where there was no trading in oil futures on the New

York Mercantile Exchange. It was also the start of a week of annual oil industry events in London.

The Centre for Global Energy Studies in London yesterday estimated the global crude surplus at a "colossal 550 million barrels", and predicted that a new 1m barrel a day Open cut from the second quarter would boost average second-half prices by 8 per cent over the first half of the year.

However, other analysts thought high refined product inventories posed a greater

threat: "Crude supplies are now better balanced," said Gary Ross of Pira, a New York consultancy. "But the product overhang is far more serious." He said crude prices would be \$1 a barrel above present levels without the refined product surplus.

Ted Arnold's first report

since he moved to Prudential Bache argues that hedge funds are already positioning themselves for a strong price rally in metals by the fourth quarter of this year, or at the latest, in the first half of 2000.

Anyone who fails to follow suit in the next few months may be too late for the price take-off, Mr Arnold says, because fund managers expect prices to run up ahead of the economic recovery. "The LME is now much more of an anticipatory type of market," he says.

A marked change in "sentiment" is the main reason for Mr Arnold's bullishness. He argues that, although the supply side has not changed much in the last six to eight weeks, sentiment about the demand side certainly has.

Asia has bottomed out, he says, the euro-zone countries should be picking up by the late fourth quarter, and metal prices should benefit regardless of whether the US economy grows or stalls.

Mr Arnold shares the common view that the worst is over for nickel and zinc. He is more cautious about copper and aluminium – particularly aluminium.

Trading on the London Metal Exchange was very thin yesterday, because of the large number of public holidays. Base metal prices

had drifted lower by the close of trading.

On the London bullion market silver continued strong, and lease rates touched 15 per cent, prompting the familiar rumours that Warren Buffet is active in the market again.

The London Bullion Market Association said yesterday that although the silver market had been more active, "it is clear that the market continues to trade in an orderly manner. We will continue to monitor the situation."

## Senegal fights back against desertification of its land

Planting trees may prove a powerful weapon in combating the effects of drifting sand and lower rainfall, writes John Madeley

**S**and is the great enemy of farmers who grow the staple crops cassava and millet in the Sahel belt of Senegal, blowing mercilessly over the land, degrading their soil, and robbing them of decent yields and incomes.

In Senegal, on the south-west fringe of the Sahara desert, around 15 per cent of the country's villages have been abandoned because of land degradation, caused largely by drifting sand and lower rainfall. Other villages lie partly abandoned, with some people finding they can no longer survive.

Land degradation has become a worldwide problem, affecting about a quarter of the world's land area, according to the United Nations Environment Programme.

Klaus Topher, the UNEP executive-secretary, says the income lost by people living in desertified areas amounts to \$420 a year in lower agricultural production.

The UN's Rome-based International Fund for Agricultural Development (IFAD)

is meeting this week to discuss productivity in desertified areas.

There are signs of a turnaround in some areas facing desertification. Farmers are beginning to fight back with a powerful weapon – trees.

In Senegal, under the aid-funded Village Organisation and Management project, sand is being stopped by belts of trees that have been planted around one hectare plots of millet and cassava.

In total, some 6,000 hectares in the area are being protected. Three years after planting trees, cassava yields have risen from 2,000 kg to 6,000 kg a hectare, and millet yields from 400 kg to 700 kg.

In the international arena, three years ago, the Convention to Combat Desertification (CCD) was launched with the aim of reducing, and even reversing, the effects of land degradation.

The global mechanism is housed at IFAD, which plans to invest around \$100m a year in projects to raise agricultural productivity in dry areas. Details about the plan are being considered in Rome this week.

Western governments

would not agree to the convention having a fund to combat land degradation, taking the view that funds were already available within the development assistance system.

Instead, it was decided that a device called the "global mechanism" should be set up to mobilise funds for the purpose.

The mechanism's managing director, Per Ryden of Sweden, wants to ensure that money already available is used more efficiently.

"Once we can show that I

don't have any doubts that it will be possible to raise additional resources," Mr Ryden says.

He believes there is "a common understanding that the problem of desertification, linked to the poverty problem, is something that the world wants to address".

The global mechanism is

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Rome this week.

In addition to mobilising funds from the usual development assistance sources, Mr Ryden is looking at how to access "new and innovative sources of funds", including the possibility of organising debt swaps.

However, even if funding for planting trees is secured, the problem caused by sharply lower water supplies remains. In the more northerly Diourbel region of Senegal, shelter belts of trees

are being planted around the fields, affecting its crops, says Madigette Diop, chairman of the village of Ndiamb Syll.

The village was home to 400 people but a few have now left because their land can no longer support them. "Their millet harvest was not enough for them to survive," says Mr Diop.

"If people had water, they could stay here. There is water underground but the

problem is that it's around 75 metres deep," he adds. To build a well that deep would cost around \$70,000.

The UNEP puts the global cost of anti-desertification measures at between \$10bn and \$22bn a year, and the big question is whether the money raised by international organisations will be enough for them to survive," says Mr Diop.

"If people had water, they could stay here. There is water underground but the

problem is that it's around 75 metres deep," he adds. To build a well that deep would cost around \$70,000.

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## **LONDON SHARE SERVICE**





**FINANCIAL TIMES** TUESDAY FEBRUARY 16 1999 \*

Highs & Lows shown on a 52 week basis

## WORLD STOCK MARKETS

EUROPE (EMU) Prices in €																		
AUSTRIA (Feb 15) 1 € = 13.7603 Sch																		
Belgium 1.000 1 € = 1.082000 Bel																		
Bulgaria 1.000 1 € = 1.000000 Bul																		
Croatia 1.000 1 € = 1.000000 Cro																		
Cyprus 1.000 1 € = 1.000000 Cyp																		
Czech Rep 1.000 1 € = 1.000000 Cz																		
Denmark 1.000 1 € = 1.000000 Dan																		
Estonia 1.000 1 € = 1.000000 Est																		
Finland 1.000 1 € = 1.000000 Fin																		
France (Feb 15) 1 € = 40.33990 Frs																		
Germany 1.000 1 € = 1.000000 Dm																		
Greece 1.000 1 € = 1.000000 Gre																		
Hungary 1.000 1 € = 1.000000 Hun																		
Iceland 1.000 1 € = 1.000000 Icel																		
Ireland 1.000 1 € = 1.000000 Ire																		
Italy 1.000 1 € = 1.000000 Ital																		
Latvia 1.000 1 € = 1.000000 Lat																		
Lithuania 1.000 1 € = 1.000000 Lith																		
Luxembourg 1.000 1 € = 1.000000 Lux																		
Malta 1.000 1 € = 1.000000 Mal																		
Netherlands 1.000 1 € = 2.000171 Nl																		
Norway 1.000 1 € = 1.000000 Nor																		
Poland 1.000 1 € = 1.000000 Pol																		
Portugal 1.000 1 € = 200.42800 Pts																		
Romania 1.000 1 € = 1.000000 Rom																		
Slovenia 1.000 1 € = 1.000000 Slo																		
Spain 1.000 1 € = 100.38600 Pts																		
Sweden 1.000 1 € = 1.000000 Sve																		
Switzerland 1.000 1 € = 1.000000 Swi																		
Turkey 1.000 1 € = 1.000000 Tur																		
Ukraine 1.000 1 € = 1.000000 Ukr																		
Venezuela 1.000 1 € = 1.000000 Ven																		
Yugoslavia 1.000 1 € = 1.000000 You																		
EUROPE (NON-EMU) Prices in €																		
Austria (Feb 15) 1 € = 1.000000 Sch																		
Belgium 1.000 1 € = 1.000000 Bel																		
Bulgaria 1.000 1 € = 1.000000 Bul																		
Croatia 1.000 1 € = 1.000000 Cro																		
Cyprus 1.000 1 € = 1.000000 Cyp																		
Czech Rep 1.000 1 € = 1.000000 Cz																		
Denmark 1.000 1 € = 1.000000 Dan																		

## NEW YORK STOCK EXCHANGE PRICES

	Symbol	Name	Price	Change	Chg %	Open	High	Low	Vol.	Market Cap.
1	AMZN	AMAZON.COM INC	250.00	+1.00	+0.4%	249.00	250.00	248.00	1000000	\$100.0B
2	AVGO	AVAGO TECHNOLOGIES INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
3	BKNG	BKING CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
4	CSCO	CISCO SYSTEMS INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
5	DELL	DELL COMPUTER CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
6	INTC	INTEL CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
7	MSFT	MICROSOFT CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
8	NOKIA	NOKIA CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
9	ORCL	ORACLE CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
10	SYMC	SYMANTEC CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
11	TMUS	TELEFONICA USA INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
12	UTX	UNISYS CORP	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
13	WELL	WEILY COMMUNICATIONS INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
14	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
15	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
16	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
17	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
18	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
19	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
20	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
21	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
22	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
23	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
24	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
25	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
26	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
27	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
28	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
29	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
30	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
31	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
32	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
33	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
34	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
35	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
36	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
37	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
38	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
39	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
40	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
41	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
42	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
43	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
44	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
45	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
46	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
47	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
48	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
49	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
50	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
51	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
52	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
53	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
54	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
55	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
56	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
57	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
58	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
59	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
60	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
61	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
62	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
63	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
64	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
65	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
66	YHOO	YAHOO INC	100.00	-1.00	-1.0%	101.00	101.00	99.00	1000000	\$10.0B
67</td										

# **GLOBAL EQUITY MARKETS**

US INDICES									
Day Jones	Feb 12	Feb 11	Feb 10	1988/99 High	1988/99 Low	Since compilation	High	Low	
Industrial	9274.98	9363.46	9177.31	9543.32	7339.47	9543.32	41.22		
Tech Bonds	105.54	105.84	105.03	107.17	104.42	107.17	54.99		
Transport	3095.88	3161.76	3119.20	3086.02	2345.00	3086.02	13.23		
Utilities	208.44	201.47	203.56	328.51	262.68	328.51	16.53		
Ex. Ind. Day's High	9427.35	(+21.18)	Low 9161.35	9088.49	(9088.49)	(9088.49)			
Ex. Ind. Day's High	9339.98	(9326.48)	Low 9228.03	9143.38	(9143.38)	(9143.38)			
Standard & Poor's Composite	1220.13	1254.04	1223.55	1278.84	927.59	1278.84	4.40		
Industrials	1492.39	1521.87	1488.77	1661.55	1077.40	1661.55	3.52		
Technology	127.27	129.60	124.78	147.50	95.30	147.50	7.13		
Others	581.45	589.74	570.81	871.86	477.20	871.86	4.54		
NYSE Comp.	698.12	699.41	688.82	783.67	535.75	783.67	52.20		
Nasdaq Comp	2321.88	2405.65	2308.50	2618.00	1419.12	2618.00	54.87		
Russell 2000	398.44	405.16	397.98	491.41	310.28	491.41	12.35		
Ex. Ind. Day's High	9427.35	(+21.18)	Low 9161.35	9088.49	(9088.49)	(9088.49)			
Ex. Ind. Day's High	9339.98	(9326.48)	Low 9228.03	9143.38	(9143.38)	(9143.38)			
II MARKET ACTIVITY									
III NYSE TRADING ACTIVITY									
IV ACTIVE STOCKS									
V BIGGEST MOVERS									
VI NYSE INDEXES									
VII JAPAN									
VIII FRANCE									
IX INDEX FUTURES									
X WORLD MARKETS AT A GLANCE									
Country	Index	Feb 15	Feb 12	Feb 11	1988/99 High	1988/99 Low	‡ Yield	‡ P/E	
Argentina	General	16561.73	16501.00	16512.27	23485.51	233/66	1230.10	1099.98	4.15 12.1
Australia	All Ordinaries	2277.8	2099.5	2097.0	2940.50	4/2/99	2450.20	1950	3.05 22.4
Belgium	ATX Index	1114.30	1094.49	1092.58	1825.56	265/56	882.08	1/10/98	2.11 11.5
Bulgaria	SEZ 20	3403.03	3389.26	3353.20	3619.22	6/1/98	2257.76	10/10/98	1.55 24.6
Brazil	Bovespa	3252.0	3250.0	3229.00	12298.00	154/56	4761.00	1099.98	na na
Canada	TSE 100+	3324.40	3353.17	337.22	478.83	255/56	324.91	5/10/98	1.68 18.5
Denmark	Motors Mads+	3220.25	3220.50	3042.41	4380.01	103/98	2800.10	3/8/98	
China	Shanghai B	24.44	43	43	55.55	102/98	34.18	52/99	1.74 26.2
Colombia	IBB	44	521.68	508.78	1431.45	7/1/98	776.17	14/10/98	na na
Czech Republic/PK 50	376.1	375.8	373.1	517.30	23/3/98	316.00	8/10/98	na na	
Denmark	CopenhagenSE	606.91	618.36	619.46	770.84	74/98	588.95	9/10/98	1.88 17.3
Egypt	Cairo SE Gen	439.35	432.41	432.41	447.02	1/2/99	348.40	22/98	na na
Finland	Han General	5310.43	5373.33	5353.01	5328.06	20/1/99	3228.43	12/1/98	1.8 21.9
France	SF 250	2553.79	2554.28	2552.23	2762.73	12/7/98	1873.19	12/7/98	2.25 21.1
Greece	FTSE 20	2183.48	2157.33	2113.06	2183.48	15/2/98	755.18	29/1/98	
Hong Kong	Hang Seng	9022.38	9425.42	9416.00	11010.00	25/3/98	950.42	13/6/98	3.95 12.4
Ireland	IEA All Share	3466.95	3392.86	3325.69	3466.95	15/2/98	1380.13	23/1/98	1.37 27.2
Italy	Ital. All Share	3327.25	3327.46	3324.00	3341.95	12/1/98	2226.40	12/1/98	na na
Japan	NIKKEI 225	14054.72	13973.50	1373.40	3313.40	24/6/98	2764.16	20/10/98	na na
Korea	Kospi	117.82	117.55	117.55	117.55	2/2/99	115.82	20/10/98	
Lithuania	Lithuanian Stock	105.52	105.52	105.52	105.52	2/2/99	105.52	21/9/98	2.47 19.9
Malta	ISE Overall	5225.76	5211.33	5120.32	5471.61	21/4/98	3745.11	8/10/98	1.94 18.9
Mexico	Tel Aviv 100	294.77	43	250.43	337.43	8/5/98	268.10	8/10/98	na na
Poland	BCI Const. 30	343.46	338.52	334.05	368.85	20/7/98	248.51	9/10/98	2.05 23.7
Portugal	PSI 20	4020.0	4076.0	+27.0	4081.0	4005.0	37,986	115,264	Open Int.
Spain	IBEX 35	4035.0	4082.5	+27.0	4093.5	4018.0	3,101	621,023	Open Int.
Sweden	SEX	3345.08	3377.40	3313.40	4280.98	21/4/98	2764.16	20/10/98	na na
Switzerland	S & P CIX 500	574.11	565.94	555.94	635.62	21/4/98	557.68	20/10/98	
Thailand	SET	105.52	105.52	105.52	105.52	2/2/99	105.52	21/9/98	na na
Turkey	TMW 100	102.73	102.73	102.73	102.73	2/2/99	102.73	21/9/98	na na
U.S.A.	Dow Jones	10,463.44	10,513.39	10,671.12	10,768.88	22/4/98	11,441.51	21/10/98	2.04 27.3
U.K.	FTSE 100	6823.2	5960.7	5863.5	6779	4648.7	6778	596.9	
U.S.A.	Standard & Poor's Composite	1251.90	1249.90	+13.00	1262.90	1247.30	11,186		
U.S.A.	Dow Jones Ind. Div. Yield	1.66	1.65	1.64	1.65				
U.S.A.	Feb 10	Feb 3	Jan 27	Year ago					
U.S.A.	S & P Ind. Div. yield	1.15	1.10	1.12	1.42				
U.S.A.	S & P Ind. P/E ratio	38.00	39.55	39.57	27.81				
II MARKET ACTIVITY									
III NYSE TRADING ACTIVITY									
IV ACTIVE STOCKS									
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Greece	FTSE 20	2183.48	2157.33	2113.06	2183.48	15/2/98	755.18	29/1/98	
Italy	Ital. All Share	3327.25	3327.46	3324.00	3341.95	12/1/98	2226.40	12/1/98	na na
Japan	NIKKEI 225	14054.							

\* See Feb 13: Taiwan Weighted Price as \$5 Millions. ▲ Taiwan, as Available; □ Taiwan, as Available. © 2009-2010 after-hours logic: Feb 13 - 4000.05 / 77.9 ; Correction = Calculated at 15.00 CAD. ▲ Excluding stocks: a Internet, plus Utilities, Financial and Transportation. ▲ The DJ incl. index historical day's highs and lows are the averages of the highest and lowest prices reached during the day by each stock; whereas the actual day's highs and lows represent the highest and lowest values that the stock has reached during the day. The figures in brackets are previous day(s). ♦ Subject to official reclassification. □ Total and P/E ratios are based on Earnings Total Market Index. ▪ Millions.

## **THE NASDAQ-AMEX MARKET GROUP**

# STOCK MARKETS

## Focus on cyclicals as bourses take a break

### WORLD OVERVIEW

Europe provided the main interest as investor sentiment improved after an uncertain start, writes Michael Pool.

But trading was mostly lacklustre worldwide, with New York closed for the day and Asia gearing up for the start of Chinese New Year celebrations today.

Many Asian markets had full or partial holidays to mark the new year. Those

that were open moved little, with Tokyo closing a modest 0.6 per cent higher after investors reacted positively to a plan to recapitalise commercial banks.

Attention in Europe focused on Frankfurt, which finished flat after early losses on worries about the possibility of a strike by members of the IG Metall union. BMW prospered, ending almost 3 per cent higher on reports that it might link up with Volkswagen or be

taken over by General Motors.

London finished more than 1 per cent higher as the financial sector benefited from the strong results announced by Lloyds TSB on Friday. Banks also did well in Spain and Italy, where merger speculation provided the driving force.

But an increasing number of strategists are advising investors to turn away from the financial sector and traditional growth stocks and

look instead towards cyclical.

The more aggressive observers think high-multiples defensive stocks such as pharmaceuticals and technology companies are over-rated compared with some out-of-favour industrial businesses.

In baskets of European stocks monitored by Lehman Brothers, cyclicals are up 4 per cent this year, while financials have fallen 1 per cent and defensive stocks and

have declined 2 per cent. Strategists who favour cyclical say the stocks could be further buoyed this year by restructuring, falling interest rates and high levels of consumer confidence.

Investors who put their money in ultra-defensive stocks are effectively betting that there will be a marked economic downturn this year.

"We are looking at a market where fundamentally you have two choices," says Mike Young, executive director of European strategy at Goldman Sachs. "You can take a value risk on stocks where the earnings outlook is uncertain but the stock looks cheap."

Other brokers highlight the superior value of cyclical stocks that could become involved in merger and acquisition activity this year.

### EMERGING MARKET FOCUS

## Russia revived by restructuring

Russia's equity market, devastated last year by the devaluation of the ruble and default on its domestic debt, has shown signs of life. The RTS-IF index has climbed 16 per cent this month on what - by Moscow standards - are big volumes of between \$5m to \$10m a day.

Some investors believe this is the start of a recovery, as has already occurred in several of the Asian markets. But there is a short-term factor at play: the proposed restructuring of the Russian government's frozen Treasury-bill (GKO) market.

The government hopes to finalise terms for restructuring this week, but the likelihood is that creditors will receive 10 per cent of their reduced capital in cash and 90 per cent in longer-term, ruble-denominated assets.

The estimated value of this

restructured debt is estimated at between 3 cents and 5 cents on the dollar.

David Aseroff, an emerging market equity analyst at Credit Suisse First Boston,

suggests that about \$200m in cash will be looking for a home following the restructuring of the GKO market.

The government is likely to insist creditors keep this money in rubles to prevent the currency from crashing.

The market assumes that a lot of these "restricted rubles" will move into the equity market.

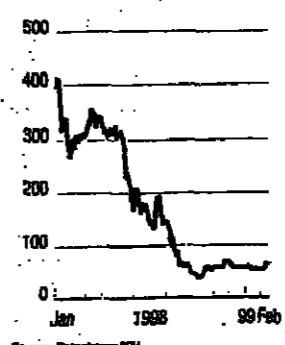
This money represents about 2 per cent of the total value of Russian equities

or, until recently, about six months' trading volume on the RTS-IF index hence the rise.

The trouble is that the proposed restructuring scheme looks problematic and seems certain to be modified. Otherwise, investors could simply buy equities with their "restricted rubles" and then sell the shares a few days later to repatriate their hard currency. If the government tries to prevent the

Russia

RTS-IF Index



fast sale of equities, it could lead to the emergence of a two-tier stock market.

Mr Aseroff believes the GKO restructuring will probably be changed to prevent such an outcome - and he points out that all previous modifications to restructuring plans have been to the detriment of foreign bondholders. He is therefore advising equity investors to sell into this speculative rally.

There appear to be few other reasons to buy Russian shares. The government is still struggling to devise an economic programme coherent enough to win the backing of the International Monetary Fund. And little has been done to rectify Russia's appalling corporate governance regime.

Bill Browder, who runs Hermitage Capital Management, one of the biggest fund management groups still active in Russia, says the better-run oil companies may appear very cheap on a fundamental basis but he is not forecasting much of a rally.

"Anyone putting money into Russia right now is gambling rather than investing. Having said that, the odds are in your favour. The downside is limited to 100 per cent, but the upside is pretty much unlimited."

John Thornhill

## Limited interest stalls Toronto

### AMERICAS

Shares in TORONTO moved lower in early trading. Dealers said investor interest was limited, although there were steady bullion-led gains among leading gold stocks.

Barrick Gold improved 30 cents to C\$22.40 while Placer Dome put on 30 cents at C\$18.20, thanks mostly to a bounce for the bullion price, which added 90 cents an ounce at \$390.5 at the London fix.

Banks were mixed, with Bank of Montreal off 25 cents at C\$62.70, Royal Bank of Canada down 20 cents at C\$75.50, but Toronto-Dominion meeting with demand and gaining 60 cents to C\$61.85.

In the broader market, TransCanada Pipelines was well deal, adding 20 cents at C\$21.10. T. Eaton, one of Canada's oldest stores groups, fell 55 cents to a record low of C\$4.85 after last week's profits warning.

At the noon calculation, the benchmark 300 composite index was down 18.29 at 6,415.40.

MEXICO CITY continued to slip in early trading as the profit-taking that pushed share prices lower on Friday remained the main focal point.

However, trading volumes were low and according to brokers actual selling had been relatively light. "With Wall Street out of action, most investors are taking the day off," said one trader.

At midsession, the benchmark IPC index was down 5.68 at 4,094.5.

Buenos AIRES gained ground despite continued worries about the forthcoming results season, after oil group YPF posted a bleak set of figures last week, casting a cloud over broad earnings expectations.

At midsession, the Merval index was modestly ahead, up 1.77 at 389.15.

SANTIAGO lost ground in early trading. The IPSA index was 0.38 lower at 110.31 in dull volumes at midsession.

Wall Street was closed for Presidents' day

### EUROPE

Helped by a positive session for the dollar, FRANKFURT pared early losses in a low-volume session to close with the Xtra Dax index off 7.79 at 4,888.95.

Volumes were dull, partly reflecting the absence of Wall Street, closed for a holiday, and shares moved steadily lower through the morning as the news from the IG Metall negotiating table suggested that positions in the German metal works dispute were hardening.

But by early afternoon the investor mood had lightened and, with the dollar forging ahead in the foreign exchanges, the buyers stepped back into the market.

At the finish the Dax was at its best of the session and 81 points above the day's low.

BMV stayed in demand on another rumour-packed day. Last week's talk of a takeover approach from Vols-

wagen gave way to speculation about an alliance with General Motors of the US. The shares ended €21.7 higher at €745.70.

Motor sector sentiment was also helped by an upbeat trading statement from DaimlerChrysler, which improved €1 to €25.

Volkswagen added 98 cents to €66.48.

Cigarette producer Seitza took a plunge in early trading before ending in the black. Its shares, which rose 7 per cent on Friday following strong 1998 results, shed nearly 5 per cent after a health authority in Britain said it would launch a US-style class action against Seita.

It later recovered, closing 10 cents higher to €55, as investors played down the short-term impact of the news.

Eramet continued its strong rally, reaching a seven-month high after the government published privatisation plans for the mining group last week. The stock added €3.20 or 10 per cent to €35.20.

Software company Cap Gemini was off €1.70 or 4.4 per cent to €39.20, following a tumble by US high-tech shares on Friday.

The CAC-40 index closed 4.83 higher to 4,068.19.

AMSTERDAM ended virtually all-square with solid gains for Hoogovens and KNP offset by a shakeout at Philips.

Hoogovens added 80 cents at €29.15 amid talk that steel

German equities  
Indices (rebased)

Source: Datamonitor/ICV

CCF, which reports 1998 results on Thursday, edged up 61.45 higher to €76.55 amid talk of a possible merger with Dutch bank ING.

Mutual insurance group Mutual du Maroc is said to be ready to sell its 7.8 per cent stake in CCF.

Philippe took its cue from Friday's weakness of US tech stocks, dipping €1.05 or 2.6 per cent to €61.35.

Foods group Wessaner came off 25 cents or 2.5 per cent at €9.85.

Ahold shed 60 cents to €34.55 on rumours that the retailer had a UK supermarket chain in its sights.

ING added 25 cents to €49.30 after denying rumours that it was making overtures to French bank COF.

At the close, the AEX index was off 0.02 at 523.31.

ZURICH drifted higher in subdued volumes with the SMI index adding 25.4 at 6,98.50, mostly on the back of steady gains among blue chips.

Clariant rose 2.5 per cent, adding SF718 at SF739. In banks, UBS improved SF3.50 to SF448, while foods leader Nestlé put on SF32 to SF2,542.

Among lesser caps, there were mixed signals on the results front. Bobst shed SF20 to SF1,005 after its sales disappointed brokers, while Gretag Imaging gained SF73 to SF717 following news of a 27 per cent advance in sales for 1998.

STOCKHOLM turned around intra-day lows to end virtually flat, with the general index up 8.79 to 3,374.97.

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The day's best performer was hotel group Sol Melia, up €2.35 or 7.4 per cent to €34 as the company continued to buy back shares in its Latin American unit MIA as part of a plan to merge it back into its core business.

The deadline for swapping MIA shares for Sol shares is next Monday.

Written and edited by Jeffrey Brown, Bertrand Beneit, Paul Gregan and Nicola Wilson

## Johannesburg edges lower ahead of budget

### SOUTH AFRICA

Shares in Johannesburg edged lower as investors opted to remain on the sidelines ahead of tomorrow's budget.

The all share index was off 30.1 at 5,901.5 at the close,

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Nippon Yusen, Japan's largest shipping company, jumped 6.9 per cent or Y26 to Y375 on heavy foreign buying, pushing the marine

transportation sector up 5.9 per cent.

Fast Retailing rose 7.3 per cent or Y270 to Y3,680 after it announced an upward revision in earnings.

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